

JSC Supplement to NPR 1450.10D, NASA Correspondence Management and Communications Standards and Style

JPR 1450.10D

Effective Date: March 24, 2006

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Responsible Office: Executive Secretariat

NASA Correspondence Management and Communications Standards and Style

JSC SUPPLEMENT

The JSC Supplement is designed to provide users more in-depth information concerning accepted in-house preferences on correspondence practices and procedures. It is not all-inclusive and users should refer to the following publications, not necessarily in priority order, to establish the best guideline for their particular application:

NPR 1450.10 (as revised), NASA Correspondence Management and
Communication Standards and Style
JSC Supplement
The Gregg Reference Manual
Webster's Dictionary
Any other widely accepted reference material

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JSC CHANGE HISTORY

JPR 1450.10D

Chg#	Date	Description/Comments

Effective Date: March 24, 2006

PREFACE

P.1 Purpose

- a. This NASA Procedural Requirements (NPR) prescribes specific procedures for managing and controlling communications to and from the Principals of the Office of the Administrator and guidance and standards for preparing internal and external correspondence and communications in both paper and electronic formats.
- b. This NPR describes various types of correspondence and communications designed to improve the management and flow of NASA information. It also provides guidance for preparing, documenting, and disseminating effective communications to the widest possible audience as prescribed by NASA Policy Directive (NPD) 7120.4C, Program/Project Management, and NPR 7120.5C, NASA Program and Project Management Processes and Requirements.
- c. This NPR prescribes "plain language" format and style for preparing correspondence and communications.

P.2 Applicability

- a. This NPR addresses drafting, preparing, and reviewing internal and external correspondence and communications.
- b. This NPR applies to NASA Headquarters and NASA Centers, including Component Facilities.
- c. This NPR provides guidance for all NASA employees, including scientists, technologists, engineers, program and project directors and managers, and those functions involving or supporting public and legislative affairs, education, history, scientific and technical information, technology transfer offices, and records management.

P.3 Authority

- a. 42 U.S.C. § 2451, et seq., the National Aeronautics and Space Act of 1958, as amended.
- b. 5 U.S.C. § 552, et seq., the Freedom of Information Act, as amended.
- c. 5 U.S.C. § 552a, the Privacy Act of 1974, as amended.
- d. 18 U.S.C. § 2510, et seq., the Electronic Communications Privacy Act, as amended.
- e. 44 U.S.C. § 3501, et seq., Paperwork Reduction Act of 1995, as amended.
- f. Executive Order (EO) 12958, Classified National Security Information, dated April 17, 1995.
- g. EO 13011, Federal Information Technology, dated July 16, 1996.

- h. NPD 1450.12, Handling Correspondence and Information from The Executive Office of the President.
- i. Office of Management and Budget (OMB) Circular No. A-130, Management of Federal Information Resources.

- j. *JSC 26809, JSC Mail Services Guide.*
- k. *JPR 1450.5, Handling Incoming Mail, Suspense-Controlled Actions, and White House, Congressional, and Foreign National Correspondence.*
- l. *JPD 1600.1, Delegation of Authority In Matters Affecting Security.*

P.4 References

- a. NPD 1000.0, NASA Strategic Management and Governance Handbook.
- b. NPD 1000.3, The NASA Organization.
- c. NPD 1440.6, NASA Records Management.
- d. NPR 1441.1, NASA Records Retention Schedules.
- e. NPR 1450.4, Handling Congressional Correspondence and Information Concerning Congressional Activities.
- f. NPD 1450.12, Handling Correspondence and Information from the Executive Office of the President.
- g. NPD 1490.1, NASA Printing, Duplicating, Copying, Forms, and Mail Management.
- h. NPD 1600.2, NASA Security Policy.
- i. NPR 1600.1, NASA Security Program Procedural Requirements.
- j. NPD 2810.1, NASA Information Security Policy.
- k. NPR 2810.1, Managing Information Technology.
- l. NPD 2820.1, NASA Software Policy.
- m. The Gregg Reference Manual.
- n. Webster's Dictionary.
- o. Government Printing Office Style Manual.
- p. Roget's Thesaurus.
- q. The Elements of Style, Strunk and White.
- r. NASA Style Guide.

P.5 Cancellation

NPR 1450.10C, NASA Correspondence Management and Communications Standards and Style.

/S/

Paul Morrell
Chief of Staff

**DISTRIBUTION:
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CHAPTER 1: MANAGING AND CONTROLLING MAIL AND COMMUNICATIONS

Incoming correspondence, communications, and mail are handled in accordance to the guidelines in JPR 1450.5, "Incoming Mail Handling, Suspense Control, and Special Handling of White House, Congressional, and Foreign National Correspondence."

1.1 COMMUNICATIONS ADDRESSED TO THE PRINCIPALS OF THE OFFICE OF THE ADMINISTRATOR

1.1.1. The Executive Secretariat manages and controls all correspondence addressed to or signed by the Principals of the Office of the Administrator.

1.1.2. The Executive Secretariat manages, controls, and tracks all actions involving the Principals of the Office of the Administrator.

1.1.3. The Executive Secretariat prescribes specific guidance, procedures, and standards for preparing correspondence and communications in both paper and electronic formats.

1.1.4. The Executive Secretariat serves as the Agency authority and establishes Agency-wide correspondence guidelines.

1.1.5. The Executive Secretariat coordinates senior-level communications for the Executive Office of the President, Congress, and domestic and international dignitaries.

1.1.6. The Executive Secretariat provides editorial guidance to scientists, technologists, engineers, program and project directors and managers, and to those whose functions involve or support the public and legislative affairs, education, history, scientific and technical information, and technology transfer offices.

1.1.7. The Executive Secretariat manages a correspondence management system for the Office of the Administrator correspondence and gifts.

1.1.8. The Executive Secretariat ensures that the Office of the Administrator's records are maintained in accordance with the prescribed Federal guidelines and applicable NASA Records Retention Schedules.

1.2 QUALITY CONTROL LIAISON (QCL) AND CORRESPONDENCE CONTROL LIAISON (CCL) DESIGNATIONS FOR NASA HEADQUARTERS

1.2.1. The Associate Administrator/Official-in-Charge of each Headquarters organization (also referred to as the Action Office) must designate two members (and backups) from its organization to serve as a QCL and CCL. These designations are required to facilitate the smooth and efficient flow of communications between the Action Office and the Executive Secretariat and must be kept up to date. All changes will be submitted to the Executive Secretariat.

1.2.2. The QCL reviews and edits Action Office action items and ensures that responses, signature packages, and the Action Document Summary are properly prepared.

1.2.3. The CCL manages the correspondence management system for their Action Office.

1.3 ACTION OFFICE MAILBOXES

Mailboxes for each Action Office are located in the Executive Secretariat (9Q42) and should be checked daily.

1.4 HIGH-PROFILE RESPONSES (Administration Offices)

1.4.1. Action Offices must meet all due dates and specifically those for high-profile (e.g., Secretary of Transportation; Head, Federal Space Agency of the Russian Federation) responses. The Executive Secretariat will note any special requirements in the “Abstract” section of the Headquarters Action Tracking System (HATS) Action Cover Mask. This will help identify correspondence as high profile and call attention to special handling requirements, an early due date, or other pertinent information.

1.5 DUE DATES

1.5.1. If no due date is specified in the incoming correspondence, the Executive Secretariat establishes a ten-business-day due date for the assigned Action Officer to respond to the correspondence.

1.5.2. The White House Correspondence Office establishes due dates for its referrals. These due dates vary between 15 and 25 business days, depending on the subject.

1.6 EXTENSIONS OF DUE DATES

1.6.1. All due dates must be met. Requests for extensions should be rare, and the Action Office must specifically justify the reason for its request, ensuring the change is requested as soon as possible by phone, e-mail, or in person.

1.6.2. The Executive Secretariat will provide necessary information to the Action Office and, as appropriate, will coordinate the request for an extension, notifying the Action Office accordingly.

1.7 OFFICE OF THE ADMINISTRATOR SIGNATURE PACKAGES

1.7.1. All packages, including NASA directives, for signature by the Principals of the Office of the Administrator must be routed through the Executive Secretariat. Packages delivered directly to the Office of the Administrator will be forwarded to the Executive Secretariat for review and processing.

1.7.2. The Executive Secretariat reviews and processes the package for signature. Incomplete packages or packages requiring corrections are returned to the Action Office.

1.8 CONCURRENCES FOR OFFICE OF THE ADMINISTRATOR SIGNATURE PACKAGES

1.8.1. The Action Office must obtain all required concurrences on the Action Document Summary (ADS) before submitting signature packages to the Executive Secretariat.

1.8.2. If applicable, the Action Office may review the "Info Offices" listed by the Executive Secretariat on the HATS Action Cover Mask to help determine the appropriate concurrences.

1.8.3. The Action Office must obtain concurrences on the ADS from the cognizant Headquarters organizations when responses include data from other Headquarters offices or Centers.

1.8.4. Urgent packages must be fully justified to include the date the correspondence was received.

1.9 CORRESPONDENCE TO OFFICIALS-IN-CHARGE OF HEADQUARTERS OFFICES AND/OR CENTER DIRECTORS

The Action Office must include the most current distribution list in the signature package. The current listing can be found at <http://www.hq.nasa.gov/office/executariat/index.html>.

CHAPTER 2: NASA WRITING STANDARDS

2.1 ORGANIZED WRITING

Format is important, but clarity is more important. The following techniques and guidelines can help make your writing more organized, natural, and concise.

2.1.1. Follow the newspaper format. Open with the most important information and decrease to the least important. Avoid mere chronology.

2.1.2. Start fast, explain as necessary, then stop. When writing correspondence, think about the one key sentence that expresses the main idea. Do not waste the opening--the strongest place in correspondence. Begin with the key sentence, if appropriate; if not, be sure it appears by the end of the first paragraph. Put requests before justifications, answers before explanations, conclusions before discussions, and summaries before details.

2.1.3. Arrange key points. In a complex proposal or a reply to various questions, there may be many key points. In these cases, begin with a general statement of purpose, such as the policy directives. Examples:

We inspected the Engineering Department on January 24, 2005, and found its overall performance satisfactory.

We request authorization to hire a full-time clerk typist or to reassign someone from the document management center.

This memorandum summarizes initial plans for reorganizing the Personnel Department.

2.1.4. Be direct. Occasionally, you may delay a main point to soften bad news or to introduce a controversial proposal. In most cases, though, it is best to be direct.

2.1.5. Persuade vs. Inform. When writing to persuade rather than to inform, end strongly with a forecast, appeal, or implication. When feelings are involved, exit gracefully--with an expression of good will. When in doubt, offer assistance and the name and telephone number of a contact.

2.2 SPOKEN STYLE

2.2.1. Speak and communicate on paper. Because readers hear writing, the most readable writing sounds like people talking to people. To achieve a spoken style, imagine

your reader is sitting across the desk from you. If you are writing to many readers but none in particular, talk to one typical reader. Then write with personal pronouns, everyday words, and other techniques provided in this NPR. Once you have a draft, read it aloud. It should sound like something you might say in person. Whether writing formally or informally, use language you would use in speaking.

If you are writing for someone else's signature, write the letter as you would expect the person signing to speak to the reader.

2.2.2. Do not use contractions in formal writing.

2.2.3. Speak directly to your readers. Use the imperative mood when preparing administrative documents, especially procedures, "how-to" instructions, and lists of duties. Directness also avoids the passive voice. This style results in shorter, crisper letters and memos. Example:

Sign all copies. Provide the draft by Monday.

2.2.4. Focus on your readers' needs. Analyze your audience in light of your purpose. You should be able to answer these next questions before you begin to write:

- a. What is my purpose?
- b. Who are my readers?
- c. What are their interests?
- d. How much do they know already?
- e. What will make it easy for them to understand or act?

2.3 COMPACT WRITING

2.3.1. Give your ideas no more words than they deserve. Shorten paragraphs to sentences, sentences to clauses, clauses to phrases, phrases to words, words to pictures, or strike the idea entirely. Keep only what contributes to the meaning.

2.3.2. Avoid "it is," unless "it" refers to something mentioned earlier. The use of "it is" constructions tangles sentences, delays meaning, encourages passive verbs, and hides responsibility. Use only natural expressions such as "it is time to" and "it is your job to." Examples:

Poor: **It is** my understanding that your program covers medical expenses from such injuries.

Better: I understand that your program covers medical expenses from such injuries.

Poor: **It is** recognized that as the project evolves, there likely will be changes in task definitions and priorities.

Better: We recognize that as the project evolves, task definitions and priorities are likely to change.

2.3.3. Limit the use of "there is" and "there are." Examples:

Poor: **There are** some deadlines that cannot be changed.

Better: Some deadlines cannot be changed.

2.3.4. Shorten wordy expressions. Instead of adding impressive bulk to writing, wordy expressions clutter it by getting in the way of the words that do the important work.

DO NOT SAY	SAY
a number of	some
at the present time	now, at present
due to the fact that	because
for a period of	for
for the purpose of	for, to
in accordance with	under
in an effort to	to
in a timely manner	promptly, on time
in order to	to
in the amount of	for
in the near future	soon
on a quarterly basis	quarterly
the month of June	June

2.3.5. Use "ly" words sparingly. Let nouns and verbs do the work.

DO NOT SAY	SAY
I absolutely believe	I believe
we certainly agree	we agree

successfully complete	complete
when totally free	when free

2.3.6. Cut doublings.

SAY
pleased OR delighted
stimulating OR interesting
review OR comment on
help OR support

2.3.7. Use common, less formal words in most documents.

DO NOT SAY	SAY
appreciable	many
assistance	help
capability	can
consequently	so
demonstrate	show
endeavor	try
equitable	fair
expedite	hurry, speed up
forward	send
indicate	show
magnitude	size
methodology	method, way
optimum	best, largest
preclude	prevent

remainder	rest
terminate	end
timely	prompt
utilize	use

2.3.8. Use short transitions. Save long, bookish ones for variety.

DO NOT SAY (Bookish)	SAY (Spoken)
consequently	so
however	but
nevertheless	still
therefore	so

2.3.9. Avoid legalistic language in nonlegal documents.

DO NOT SAY (Awkward)	SAY (Spoken)
aforementioned	the, that, those
heretofore	until now
herewith is	here is
notwithstanding	in spite of

2.4 TONE

2.4.1. A writer's attitude toward the subject or readers causes relatively few problems in routine letters. The rules are straightforward.

2.4.2. A neutral tone is preferred. Subordinates may suggest, request, or recommend, but only superiors may direct.

Consider the purpose of the letter when choosing tone and using pronouns. See 2.8.

2.4.3. Because much writing is routine, tone sometimes causes problems when the matter is delicate. The more sensitive the reader or issue, the more careful we must be to promote good will. Tactlessness in writing suggests clumsiness in general. When feelings are involved, one misused word can offend the reader.

2.4.4. Be mindful of rubberstamp endings. They do not improve good letters or save bad ones. To the reader whose request has been denied, an offer of further assistance promises further disappointment. As an example, the following closing sentence should be dropped entirely or incorporated with the rest of the letter. Example:

This setback aside, we hope that you will take advantage of other courses available to you.

2.5 WRITE POSITIVELY

2.5.1. As you write, avoid negative language. Unless you have some special reason to caution against something, be positive. If you can accurately express an idea either positively or negatively, express it positively.

2.5.2. The positive statement is usually clearer and briefer. But a negative statement can also be clear. Use it if you are cautioning the reader.

DO NOT SAY (Negative)	SAY (Positive)
The Administrator may not appoint persons other than those qualified by the Personnel Management Agency.	The Administrator must appoint a person qualified by the Personnel Management Agency.
It will not be ready until Monday.	It will be ready on Monday.
You failed to sign the other copy.	You need to sign the other copy.
Opportunity is limited.	Competition is keen.

2.5.3. Avoid several negatives in one sentence.

DO NOT SAY	SAY
A demonstration project will not be approved unless all application requirements are met.	A demonstration project will be approved only if the applicant meets all requirements.

2.5.4. It is better to express even a negative in positive form.

DO NOT SAY	SAY
not honest	dishonest

did not remember	forgot
did not pay any attention to	ignored
did not remain at the meeting	left the meeting
did not comply with or failed to comply with	violated

2.5.5. "Yes" answers need little explanation. A letter of denial should be explained in enough detail to avoid any hint of a brush off. Most "no" answers need some explanation.

DO NOT SAY (Negative)	SAY (Positive)
Job openings are limited.	Competition is keen.
Discontinue poor writing.	Begin writing well.
The cup is half empty.	The cup is half full.

2.5.6. Use a positive approach to remove some of the sting from the response. Examples:

Poor: Given the limited number of spaces available for the management training program, we must take employees who meet the grade-level requirements before considering others.

Better: Because of the keen competition, we are unable to select you for the management training program at this time. Those who met the grade-level requirements were considered first.

2.5.7. Open a letter by acknowledging the favorable endorsements, and close by thanking the applicant for his or her years of service. This technique helps to soften the bad news.

2.6 WRITE SHORT, DISCIPLINED SENTENCES

2.6.1. Readable sentences are simple, active, affirmative, and declarative. The more a sentence deviates from this structure, the harder the sentence is to understand. Short sentences will not guarantee clarity, but they are usually less confusing than long ones.

2.6.2. State only one main topic in each sentence.

2.6.3. Divide long sentences into two or three short sentences. Average 20 words or less when mixing long and short sentences.

2.6.4. Use parallel structure. In parallel structures, sentences and phrases use the same parts of speech to express different ideas. Arrange two or more equally important ideas so that they appear equal. Parallel structure is especially important when you use a list. Parallelism saves words, clarifies ideas, and provides balance. Examples:

In sentences--

(not parallel)

- By purchasing this equipment, we would cut down on errors, and expenses in the long run would be reduced.

(parallel, concise, ideas balanced)

- By purchasing this equipment, we would reduce errors and expenses.

In a list--

(not parallel)

- The duties of the Executive Secretary of the Administrative Committee are as follows:
 - To take minutes of all the meetings. (infinitive phrase)
 - The Executive Secretary answers all the correspondence. (sentence)
 - Writing of monthly reports. (gerund phrase)

(parallel, concise, ideas balanced)

- The duties of the Executive Secretary of the Administrative Committee are as follows:
 - To take minutes of all the meetings.
 - To answer all the correspondence.
 - To write the monthly reports.

2.6.5. Remove all unnecessary words. Strive for a simple sentence with a subject and verb. Eliminate unnecessary modifiers.

2.6.6. Place key ideas deliberately. Begin and/or end a sentence with the most important point because ideas gain emphasis when they appear at either end. To mute an idea, place it in the middle. To improve sentences that mumble, place ideas deliberately, place

less emphasis on minor ideas, use more parallelism, and use concise sentences.

Examples:

It has been determined that moving the computer, as shown in Enclosure 1, would allow room for another cabinet to be installed. ("moving the computer" muted)

Moving the computer, as shown in Enclosure 1, would allow room for another cabinet. ("moving the computer" stressed)

I would like to congratulate you on your selection as our Employee of the Month for December. ("congratulations" muted)

Congratulations on your selection as our December Employee of the Month. ("congratulations" stressed)

2.6.7. Place minor ideas in secondary clauses; do not make them the main subject of a sentence. Examples:

The revised housing allowance tables, which have been mailed to all pay offices, are effective October 1, 2005. ("date" stressed)

The revised housing allowance tables, which are effective October 1, 2005, have been mailed to all pay offices. ("mailing" stressed)

2.6.8. Be concise. An occasional sentence of six words or fewer grabs the reader's attention. This is an excellent way to make a key point. Example:

I can get more information if each of you gives me less. Here is why. In a week, around 50 staff actions appear in my In box. I could handle that if all I did was work the In box. Yet 70 percent of my time is dedicated to attending briefings. I could handle that dilemma, too--listening to briefings and thinking about staff papers at the same time. However, I do not.

2.6.9. Use questions in your writing. A request gains emphasis when it ends with a question mark. Look for opportunities to reach out to your reader. Examples:

Request this office be notified as to whether the conference has been rescheduled.

Has the conference been rescheduled? (preferred)

2.7 USE SHORT PARAGRAPHS

2.7.1. Long paragraphs overwhelm ideas and slow the reader's progress. Improve clarity by using short, compact paragraphs. Each paragraph should deal with a single, unified topic. Present lengthy, complex, or technical discussions in a series of related paragraphs or as an appendix.

2.7.2. Use short paragraphs, especially at the beginning of letters. Long first paragraphs discourage reading.

2.7.3. Call attention to lists of items or instructions by displaying them in subparagraphs or bullets. However, do not use so many levels of subparagraphs that the writing becomes difficult to follow.

JSC uses indented and enumerated lists. Bullets are not to be used. See Figure 3-2.

2.7.4. Occasionally, use a one-sentence paragraph to highlight an important idea.

2.8 USE PERSONAL PRONOUNS

2.8.1. Personal pronouns are immediate and easy to understand. They help clarify the "who."

2.8.2. Use the following techniques to help retain the reader's interest:

- a. When referring to the Agency, office, or group, use "we," "us," "our," but not "it."
- b. When speaking for yourself, use "I," "me," "my."
- c. When referring to the reader, stated or implied, use "you."

Consider tone when using personal pronouns. See paragraph 2.4.2.

2.9 USE ACTIVE VOICE

2.9.1. The active voice eliminates confusion by forcing you to name the actor in a sentence. Use a who-does-what order. Example:

Active: The worker inspected the orbiter.

2.9.2. The passive voice makes sentences longer and roundabout. Who is responsible is much less obvious. Passive verbs have a form of the verb "to be" plus the past participle of a main verb. Example:

Passive: The orbiter was inspected by the worker.

Examples of passive verb forms include the following words: am, is, are, was, were, be, and been, plus, a main verb usually ending in "en" or "ed." These include "was received," "is being considered," and "has been selected."

2.9.3. The passive voice reverses the natural, active order of sentences. In the following passive example, the receiver of the action comes before the actor. Using active voice corrects the order. Examples:

Passive: The regulation [receiver] was written [verb] by the drafter [actor].

Active: The drafter [actor] wrote [verb] the regulation [receiver].

The “actor” is the “doer” of the action, the person doing the action.

2.9.4. Passive constructions are confusing. Active sentences must have actors, but passive ones are complete without them. Examples:

The material will be delivered. **By whom?**

The start date is to be decided. **By whom?**

The figures must be approved. **By whom?**

Putting the actor before the verb forces you to be clear about responsibility. Examples:

The messenger will deliver the material.

The contractor will decide the start date.

The Administrator must approve the figures.

2.9.5. Use the passive voice only when the actor is unknown, unimportant, or obvious. This does not usually apply in administrative writing. Examples:

Small items are often stolen.

The applications have been mailed.

2.10 USE ACTION VERBS

2.10.1. Action verbs are shorter and more direct and make the sentence clearer.

DO NOT SAY	SAY
give consideration to	consider
is applicable to	applies
make payment	pay

give recognition to	recognize
as concerned with	concerns

2.10.2. Weak writing uses general verbs, which require extra words to complete their meaning.

DO NOT SAY	SAY
make preparations for	prepare for
make use of	use
is indicative of	shows, indicates
undertake an analysis	analyze
as stated in	states

2.11 USE PLAIN LANGUAGE WORDS

2.11.1. Government writing should be dignified, but it should also rely on plain language.

2.11.2. Avoid jargon and pretentious expressions. To make your writing clearer and easier to read and, thus, more effective--use simple words.

DO NOT SAY	SAY
construct, fabricate	make, initiate
commence	begin
terminate	end
utilize	use
substantial part	large part

2.11.3. Omit needless words. Do not use compound prepositions and other wordy expressions when the same meaning can be conveyed with one or two words.

DO NOT SAY	SAY
because of the fact that	since, because
call your attention to the fact that	remind you
for the period of	for
in many instances	often
in the nature of	like
the question as to whether	whether

2.11.4. Avoid redundancies. Do not use word pairs, if the words have the same effect or where the meaning of one includes the other. Word pairs to avoid:

any and all

authorize and direct
cease and desist
each and every
full and complete
order and direct
means and includes
necessary and desirable

2.11.5. Use concrete words. Government writing is often about abstract subjects. But abstract words can be vague and open to different interpretations. Put instructions in simple, concrete words.

DO NOT SAY	IF YOU MEAN
vehicles	automobiles
firearms	rifles
aircraft	helicopters

Write in specific terms.

2.11.6. Do not use words that antagonize. Words can attract or repel readers. Choose words in your writing that do not make the wrong impression or antagonize your readers. Use words to which people react favorably rather than words that they resent.

RATHER THAN THESE WORDS	USE WORDS LIKE THESE
alibi, blame, waste, allege, impossible, unfortunate, wrong	achieve, benefit, guarantee, reasonable, reliable, service, useful, you, please

2.11.7. Try to avoid gender-specific terminology and gender-specific job titles.

DO NOT SAY	SAY
crewman	crewmember
draftsman	drafter
enlisted men and women	enlisted personnel
fireman	firefighter
foreman	supervisor

2.11.8. Know the difference between "who, which, and that." "Who" and "that" refers to people. Use "who" when referring to an individual. Use "that" when referring to a group. "Which" refers to places, objects, or animals. "That" refers to either people or places, objects, or animals.

2.11.9. Expression of numbers: In general, spell out numbers that are ten or less in a sentence. Refer to The Gregg Reference Manual for exceptions.

2.12 ACRONYMS

The rules of English grammar should be followed when using abbreviations and acronyms. Acronyms may be identified in the subject line.

2.12.1. Do not use acronyms more than necessary. Spell out an acronym the first time it appears, followed by the acronym in parentheses unless the acronym is common knowledge; e.g., the use of FAA or NASA in a letter to the National Transportation Safety Board. If the full title is used only once, don't identify the acronym.

2.13 COMPUTER/INTERNET WORDS: USAGE AND STYLE

2.13.1. Refer to The Gregg Reference Manual before preparing paper or electronic communications containing computer or Internet words.

2.13.2. Use the following styles for expressing Internet words:

Internet and Net: Capitalize the "I" and "N," even within a sentence.

World Wide Web, WWW, Web, or the Web: Capitalize the "W," even within a sentence.

Web site and Web page (two words): Capitalize the "W," even within a sentence.

JSC uses initial caps for "S" in site and "P" in page, when referring to a specific Web site or Web page; e.g., JSC's Safety and Total Health Web Site or JSC's Swap Shop Web Page.

Home Page (two words): Capitalize when referring to a specific home page or home page title; e.g., NASA Headquarters Home Page; you may want to develop a home page for your audience.

E-mail (electronic mail): Always hyphenated; capitalize the "e" only when used as a heading or at the beginning of a sentence.

Examples:

E-mail is an electronic communication.

Please send me the information in an e-mail message.

2.13.3. Do not use all-capital letters in composing an e-mail message. Generally, it implies that the writer is shouting at the reader.

Note: The plural of computer mouse is computer mice.

CHAPTER 3: LETTERS (FORMATS)

3.1 STANDARD BUSINESS LETTER

Study the figures in this chapter before preparing letters. These guidelines are standard features for correct letter formatting for NASA.

For help in determining whether to use a letter format or a memo format in correspondence being prepared for the Center Director's signature to Headquarters or other Centers, check the incoming correspondence format. Usually the response will follow a like format.

See Figure 3-9A and Figure 3-9B for JSC correspondence package assembly instructions.

3.1.1. Administrator's Correspondence. For specific instructions on preparing correspondence for the Office of the Administrator, see Appendix A: Administrator's Correspondence Preparation and Control.

3.1.2. Stationery. Upon depletion of current stocks, all official correspondence initiated by the Office of the Administrator, Headquarters offices, and Centers will be prepared on letterhead containing the red, white, and blue "meatball" NASA logo. Refer to the NASA Style Guide for more information. For letterhead ordering procedures, contact the Headquarters or Center Printing Office. Use plain bond paper for succeeding pages.

<i>a. Use JSC letterhead for official written correspondence.</i>
<i>b. Prepare intracenter correspondence on black letterhead. Blue meatball letterhead may be used for correspondence leaving JSC—intercenter, contractors, etc.</i>
<i>c. Use blue meatball letterhead on the original of all external correspondence for signature in the Office of the Director except when the correspondence is addressed to distribution and copies of the original will be made.</i>
<i>Note: The use of electronic letterhead is acceptable for intracenter correspondence. The accepted copy of this letterhead is posted on the JSC Secretarial Home Page.</i>

3.1.3. Font. Times New Roman 12 is preferred. Use script or italic only for occasional emphasis. Do not type letters in script or italic.

With the flexibility afforded us by computers, judgment may be used for applying font sizes to accommodate letter length and purpose. For example, one-page letters are preferred, but not at the expense of readability due to too small a font size.

3.1.4. Ink. Use black or blue-black ink to sign correspondence.

3.1.5. Margins. Set the left margin two spaces to the right of the printed caption "Reply to Attn of:" (1.2 or 1 1/8 inches). Set the right and bottom margins at approximately 1 inch. Set the top margin at 1 inch on the second and succeeding pages. Do not justify the right margin.

3.1.6. File Copies

The text of the official file copy and other copies must be identical to the original letter. If the original is revised, revise all remaining copies within the package.

a. Official File Copy. Prepare a white copy visibly marked in the upper right corner with "Official File" or "Official Record Copy."

<i>1). The Official File Copy is more commonly known as the concurrence sheet.</i>
<i>2). Do not cut official documents for any purpose. See 3.2.1.3 for retyped and rewritten letters.</i>
<i>3). Concurrence blocks are to be located on the signature page of the official file copy. Therefore, if the memo is two pages in length, the concurrence blocks should be located on the second page. The second page should also have the writer's code (letter number) and page number located at the top.</i>

b. Other File Copies. Prepare only the number of copies required for distribution based on the correspondence practices of the preparing office.

<i>1). If more than five copies are required for a signature package, make a reproduction copy marked in nonreproducible blue pencil "cc repro" in the top right corner.</i>
<i>2). Copies external to JSC must be on JSC letterhead.</i>

3.1.7. Reply to Attn of: line. For Headquarters correspondence, type the writer's organization title (abbreviation is acceptable) which serves as a basic identification symbol and must appear on all outgoing correspondence. Centers use office codes.

Due to automated tracking systems, JSC shall use the following writer's code (a.k.a., letter number) format—the originator's mail code, the last two numbers of the calendar year, and up to a three-digit control number that is assigned by the originating office.

Examples: EA-00-002, CA4-00-104

Type the writer's code (letter number) on the second and succeeding pages flush with the left margin opposite the page number. This also applies to distribution, "cc:," and "bcc:" list pages.

Example:

SA-90-025

2

The body of the letter shall begin 1 inch from the top of the page observing the 1-inch top margin guideline.

3.1.8. Dating Correspondence. Center the date two lines above the "Reply to Attn of:" line (e.g., August 20, 2005). Do not use military style (e.g., 20 Aug 2005) or endings such as "st" or "th" after the day (e.g., Aug 20th). Type or stamp the date.

3.1.9. Inside Address

3.1.9.1. Type the address at the left margin, three typing returns below the "Reply to Attn of:" line. Type the addressee's full name and title. Do not abbreviate names or use nicknames. If the gender is unknown, address the individual by first and last name in the salutation line; e.g., "Dear Kris Szaniawski:" Do not address the individual by title. Single-space the address and arrange it in block style.

3.1.9.2. Type the elements of the address information as follows: Line 1: Name of Recipient; Line 2: Title, if applicable; Line 3: Company, Federal Agency, Organization; Line 4: Delivery or Street Address; Line 5: City, State, and ZIP Code. The following examples show the various acceptable order of the address information:

<p><u>Non-NASA Addressee</u></p> <p>Mr. Paul B. Smith President and Chief Executive Officer United Space Alliance 1150 Gemini Avenue Houston, TX 77058</p>	<p><u>Non-NASA with Nine-Digit ZIP Code</u></p> <p>Mr. Thomas R. Wittor Director of Personnel Providence Software Company, Inc. 892 Market Street Chicago, IL 60601-1234</p>
<p><u>Non-NASA Addressee</u></p> <p>Mr. J. Richard Brown President National Aviation Club 1500 N. Johnson Street, Suite 104* Alexandria, VA 22311 *Preferred Suite Placement</p>	<p><u>NASA Addressee</u></p> <p>Mr. Kevin Garrett Director Kennedy Space Center National Aeronautics and Space Administration Kennedy Space Center, FL 32899 (Shows "NASA" written out)</p>
<p><u>NASA Addressee</u></p> <p>Mr. James. R. Johnson Director NASA Glenn Research Center 21000 Brookpark Road</p>	<p><u>NASA Addressee</u></p> <p>Dr. Parker A. Roberts Director, NASA Management Office NASA Jet Propulsion Laboratory 4800 Oak Grove Drive</p>

Cleveland, OH 44135 (Shows "NASA" and "Center" on one line)	Pasadena, CA 91109-8099 (Shows "NASA" and "Center" on one line)
--	--

According to the GPO Style Manual, we are not to abbreviate street, avenue, place, road, square, etc., in inside addresses. If, however, the line length exceeds the line length limitation so that abbreviating becomes necessary, consult the GPO Style Manual for appropriate abbreviation forms. See 3.1.10.

<p><u>International Addressee with Unidentifiable Gender</u></p> <p>Kris Szaniawski Editor World Statesman 1 Great Cumberland Place London W1 H7AL ENGLAND**</p> <p>**Preferred for inside address but mandatory for addressing the envelope.</p>	<p><u>International Addressee with Delivery Zone</u></p> <p>Mr. W. MacDonald Evans President Canadian Space Agency 6767 route de l'Aéroport Saint-Hubert, Quebec J3Y 8Y9 CANADA**</p> <p>**Preferred for inside address but mandatory for addressing the envelope.</p>
<p><u>NASA Addressee</u></p> <p>Ms. Jane Smith Chief Information Officer Suite 4E36 NASA Headquarters Washington, DC 20546-0001</p>	<p><u>Non-NASA with Nine-Digit ZIP Code</u></p> <p>Mr. N. T. Saunders Chairman, Ethics Committee U.S. Department of Transportation 2100 Second Street, SW Washington, DC 20593-0001</p>

When addressing a JSC recipient who will be receiving the correspondence via site mail, you may opt to use "NASA Johnson Space Center" and leave off the street address.

Example:

**Mr. Gregory W. Hayes
AD/External Relations Office
NASA Johnson Space Center
Houston, TX 77058**

3.1.10. Address Lines. No line of the address should be longer than 3 1/2 inches. If an item requires two lines, indent the second line two spaces from the left margin. Limit the

address to five lines if possible. See Chapter 7: Envelopes and Mailing, for further information and the proper placement of address information on envelopes and mailers.

Current postal machines read the last two lines of the address for street, city, state, and ZIP Code. Addresses deviating from this format are manually handled, delaying delivery. Guidelines to follow are listed below.

Mr. James Reed 100 Main Street Detroit, MI 48217	<i>If applicable, either a street address or a box number is used—never both.</i>
Mr. John Brown Box 2, Potomac Station Alexandria, VA 22301	<i>If both a box number and a Post Office station name are used, the box number must appear first.</i>
Ms. Jane Smith R.F.D. 1, Box 12 Pleasantville, NY 10570	<i>If the letter is for rural delivery, the route number must precede the box number.</i>
Ms. Sue Brown 600 Vernon Street, Apt. 2 Camp Springs, MD 20022 or Mr. John (Woodie) Harris Suite 115-H 17001 Bloomingdale Boulevard New York, NY 10571	<i>If an apartment, room, suite, or other unit number is used, it should appear after the street address and on the same line</i> <i>or</i> <i>it may appear in the line above the street address but never to the left or below.</i>
Mr. William Jones Valley, TX 75204	<i>If the letter is going to a small town or village without a street address, rural route, or box number, use a two-line address rather than showing the city on one line and the state and ZIP on the next.</i>

3.1.11. Address Salutation. Appendix E: Forms of Addresses, contains proper salutations for domestic and international addresses. The incoming document usually contains the correct address format and is also a good reference.

3.1.12. Salutation. A personalized business letter requires a salutation. See Figures 3-1 and 3-2 of this chapter and Appendix E: Forms of Addresses, for examples of proper salutations.

3.1.13. Body of Letter. Single-space text and double-space between paragraphs. Type text paragraphs in block form. When a paragraph is separated into subparagraphs, number and letter the subparagraphs as shown in Figure 3-2 of this chapter. Hyphenate sparingly to ensure a uniform right margin. Avoid hyphenating more than two consecutive lines. Also, avoid hyphenating at the end of the first line or at the end of the last full line of a paragraph.

<p><i>a. Within text, dates are written out using the month, day, year format; i.e., September 3, 2000. Do not use military style format for the date or for the time.</i></p>	
<p><i>Correct: January 1, 2000</i> <i>Incorrect: 1 January 2000</i></p>	<p><i>Correct: 1:30 p.m.</i> <i>Incorrect: 1330 hours</i></p>
<p><i>b. Mail codes within text are not used as substitutes for names of people or organizations.</i> <i>Example:</i> <i>Incorrect: AP is the office of record.</i> <i>Correct: The Public Affairs Office is the office of record.</i></p>	
<p><i>c. When an abbreviation, such as Public Affairs Office (PAO), has been established, the abbreviation may be used thereafter.</i> <i>Example: PAO will review the new requirements.</i></p>	
<p><i>d. Do not use the postal two-letter abbreviations for states within the body of correspondence. Established abbreviations may be used when space is limited. See The Gregg Reference Manual, Section 527, for a listing of those abbreviations.</i> <i>Example: For Texas, use Tex., not TX</i></p>	
<p><i>e. Use two spaces after ending punctuation. See The Gregg Reference Manual, Section 299, Spacing With Punctuation Marks.</i></p>	
<p><i>f. Use periods rather than asterisks for ellipses. See the GPO Style Manual, Section 8.76, and The Gregg Reference Manual, Section 274.</i></p>	
<p><i>g. Dashes have become increasingly popular. Many fonts offer the dash character, but some do not. Therefore, to construct a dash, strike the hyphen twice with no space before, between, or after the hyphens. See The Gregg Reference Manual, Section 216.</i> <i>Example: Our procurement conference next year is in Hawaii–on Maui.</i> <i>Note: For Microsoft Word users that have selected AutoCorrect or AutoFormat to format your documents, Microsoft Word automatically inserts an en dash or an em dash when you type two hyphens.</i></p>	
<p><i>h. Quotation marks are not used when quoted material is set apart; this extraction replaces the quotation marks. Instead, indent the quoted material five character spaces from each side margin, leaving one blank line above and below the extract. See The Gregg Reference Manual, Section 265.</i></p>	

3.1.14. Widows and Orphans. Do not begin a paragraph near the end of a page unless there is room for at least two lines on that page. Do not continue a paragraph on the following page unless two lines of that paragraph can be carried over to that page. See Figure 3-3 of this chapter for instructions on numbering pages.

The following is a description of widows and orphans given by Microsoft Word:
A widow is the last line of a paragraph printed by itself at the top of a page. An orphan is the first line of a paragraph printed by itself at the bottom of a page.

3.1.15. Succeeding Pages. Type succeeding page(s) of a letter on plain bond paper. Beginning with the second page, type the page number five lines from the top of the page, approximately 1 inch to the left of the right edge of the page. Continue the body of

the letter two lines below the page number. Allow the same margins as for the first page. See Figure 3-3 of this chapter for instructions on numbering pages.

3.1.16. Complimentary Close. A personalized business letter requires a complimentary close. Use "Sincerely," for all NASA correspondence. Use "Respectfully," when the letter is addressed to the President of the United States.

3.1.17. Signature Blocks

a. Format. Type the signature information at the left margin, four or five typing returns below the complimentary close. Type the name, title, and office of the signing official. Do not use titles such as Mr., Mrs., Ms., or Dr. in the signature block. Indent runover title lines two spaces.

Example 1:	Example 2:
Cheryl L. Ellison Correspondence Control Assistant Office of the Chief Engineer	Susan D. Minor Chief of Staff Office of the Administrator

b. Dual-Signature Blocks. If two people are to sign a letter, arrange the two signature blocks side by side or one beneath the other.

c. If signature blocks are to be placed side by side, begin the first signature block at the left margin and the second block at center. If this arrangement is used, the complimentary close should also begin at the left margin. (This arrangement is appropriate for all letter styles.) When NASA is the originating Agency, the signature block for the NASA official should be at the left margin. Example:

Sincerely,

Robert T. Morgan Administrator National Aeronautics and Space Administration	Margaret Garvey Administrator Federal Aviation Administration
---	---

d. If the signature blocks are positioned one beneath the other, begin typing the second block on the fourth line below the end of the first block, aligned at left.

Example:

Sincerely,

Robert T. Morgan

Administrator
National Aeronautics and
Space Administration

Margaret Garvey
Administrator
Federal Aviation Administration

Occasionally a third signature element may become needed. Allow enough space between the signature elements to present a neat appearance.

Example:
Sincerely,

John H. Beall
Chief Financial Officer

Joel B. Walker
Director, Center Operations

Michael L. Coats
Director

3.1.18. Acting Official. If it is known before typing that an acting official will sign the letter, type that person's name and the word "Acting" before the title in the signature block. If the letter has been prepared for the signature of the signing official but is actually to be signed by another, the person signing will write "for" in front of the typed name. Mark courtesy copies with the actual signer's name to establish for the record which person actually signed the letter.

See Figure 3-7 for general guidelines regarding signature levels required on correspondence. Consult applicable JSC Policy Requirements (JPRs) regarding signature level responsibility necessary for subject matter.

For correspondence being signed by a Senior Staff member or being addressed to a Senior Staff member, provide a copy to the Executive Correspondence Control Officer (ECCO). This copy is not required when the signature package is to be signed within the Office of the Director--in which case the ECCO copy serves the purpose.

3.1.19. Enclosures. When an enclosure accompanies a letter, type the word "Enclosure" flush with the left margin, two lines below the last line of the signer's name or title. For consistency, identify either all or none of the enclosures in the text.

a. Enclosures Identified in the Text. When possible, identify enclosures in the text in as few words as possible or by title. If there is more than one enclosure, indicate the number as follows:

3 Enclosures

b. Enclosures Not Identified in the Text. When enclosures are not identified in the text, type the list at the left margin. List each enclosure on a separate line as in the following examples:

Example of unnumbered enclosures:

4 Enclosures:

Form Letters Handbook

Plain Letters Pamphlet

Organizational Chart

The NASA Scientific and Technical Information System

or

Example of numbered enclosures:

3 Enclosures:

1. Form Letters Handbook

2. Plain Letters Pamphlet

3. Organizational Chart

If more than one line is required to identify an enclosure in a list of enclosures, the enclosures are numbered for clarification.

3 Enclosures:

1. Form Letters Handbook

**2. NMI 7410.3D, dated 4/14/88, "Delegation of Authority
or Acquisition of Commercial Services for NASA's Use"**

3. OMB Circular A-76, revised 8/4/83

c. Marking Enclosures.

(1) On the first page of each enclosure, type the word "Enclosure" in the lower right corner, e.g., Enclosure, Enclosure 1, or Enclosure 2.

This is true for the enclosure notation whether the enclosure is typed vertically or horizontally. See Figure 3-8 for proper placement and for correct stapling of the package.

(2) Before mailing the letter, ensure the number of enclosures shown in the enclosure notation agrees with the number cited in the body of the letter and with the number of items actually enclosed.

3.1.20. Postscripts. Although writing a postscript is discouraged, one may be added to a letter to avoid retyping. Type the postscript two typing returns below the signer's name or title or any other notation, e.g., "Enclosure." At the left margin, type "P.S.:" followed

by the postscript. The author then signs or initials the postscript. When the signer handwrites a postscript, type it on all copies or photocopy the original for the file.

JSC discourages using postscripts.

3.1.21. Material Sent Under Separate Cover. When material referred to in the text is sent under separate cover, type "Separate Cover:" at the left margin, two typing returns below the signer's title or the "Enclosure" notation if there is one. List the material, whether or not it is identified in the text. Send a copy of the letter with the material that is mailed under separate cover. Example:

Separate Cover:
Form Letters Handbook-10 Copies
Plain Letters Pamphlet-10 Copies
Correspondence Handbook-10 Copies

3.1.22. Courtesy Copies

a. Courtesy Copies (cc:). Type the distribution list of courtesy copies on the original when the recipient needs to know who received copies. Type "cc:" at the left margin two typing returns below the last typed line of the signature block, the enclosure line, or separate cover listing. Directly below the "cc:" single space the list of recipients, using office or organizational codes. Always use titles such as Mr., Mrs., Ms., and Dr. on correspondence outside NASA; titles are preferred on NASA internal correspondence but may be omitted as long as names are listed in a consistent format. Examples (listed in order of preference):

Ofc of Gen Counsel/Mr. Brown
Ofc of Gen Counsel/Mr. E. Brown
Ofc of Gen Counsel/E. Brown

Examples of a designated official in an "Acting" capacity:

CIO/Mr. Smith (Acting)
CIO/Mr. W. Smith (Acting)
CIO/W. Smith (Acting)

A dual-column "cc:" distribution list is permitted when the list is too long to fit in a single column on one page.

b. Preferred Order. Before typing the list of recipients of courtesy copies, study the example below for the correct order. If the letter has enclosures, indicate any recipients who were not sent enclosures by typing the notation "(w/o encls.)" after their names.

Example of a "cc:" list on correspondence originating from GSFC:

cc:	
GSFC/100/Mr. Gonzales	1. Originator's addressees first*
GSFC/100/Ms. Pierpoint	
HQ/Chief Education Officer/Ms. Roberts	2. Headquarters addressees next.*
HQ/CFO/Ms. Warren	
HQ/CIO/Ms. Orrell	
HQ/Ofc of the Administrator/Ms. Johnson	
ARC/200-1/Ms. Chenier	3. Centers' codes next.*
JSC/AA/Ms. Lopez	
**EPA/Mr. Johnson (w/o encl.)	4. Federal agencies next.*
**EPA/Ms. Lee	
**GSA/Mr. Brown (w/o encl.)	
AT&T/Ms. Smith	5. Non-Federal organizations last.**

*All lists should be in seniority order. If seniority is unknown, list in alphabetical and numerical order.

**If an organizational acronym is used without first spelling it out, it should be well known to the recipient of the letter.

<i>1). Titles such as Dr., Mr., and Ms. are not used in “cc:” and “bcc:” lists in JSC correspondence. Use first and middle initials with last names. See Figure 4-9B.</i>
<i>2). An official listing of <u>contractor abbreviations</u> used at JSC can be found in the “Johnson Space Center Telephone Directory.”</i>
<i>3). Courtesy copy listings should indicate any recipients who are not sent enclosures. Options for indicating the distinctions include:</i>

<i>Ordinary</i>	<i>No one to receive enclosure(s)</i>	<i>Selected not to receive enclosure(s)</i>	<i>Selected to receive enclosure(s)</i>
cc:	cc: (w/o encl.)	cc: (*w/o encl.)	cc: (*w/encl.)
BA/D. L. Johnson	BA/D. L. Johnson	BA/D. L. Johnson	BA/D. L. Johnson *
LA/J. H. Beall (w/o encl.)	LA/J. H. Beall	LA/J. H. Beall	LA/J. H. Beall *
HQ/M-1/W. F. Readdy	HQ/M-1/W. F. Readdy	HQ/M-1/W. F. Readdy *	HQ/M-1/W. F. Readdy
KSC/YA/K. J. Payne	KSC/YA/K. J. Payne	KSC/YA/K. J. Payne *	KSC/YA/K. J. Payne

<i>4). Copies external to JSC must show JSC letterhead.</i>

<p><i>5). If there is insufficient space on the signature page to show the full "cc:" list, type "cc: See List" flush with the left margin two lines below the signature block (or enclosure notification). This also applies to "bcc:" lists.</i></p> <p><i>Example:</i></p> <p>cc: See List</p>
<p><i>6). When making distribution of correspondence, place distribution and/or "cc:" lists on top for ease in mailing.</i></p>

3.1.23. Official Record Copy Preparation. The official record copy includes all relevant drafting information concerning the correspondence.

a. Blind Courtesy Copies (bcc:). Use blind courtesy copies when the recipient does not need to know who received copies or to document the office of record. Type "bcc:" on the official file copy two typing returns below the "cc:" listing. Never type "bcc:'s" on the original. The list should include the official file copy with the Agency filing scheme number from Appendix A of NPR 1441.1D, NASA Records Retention Schedules. If the letter has enclosures, indicate any recipients who were not sent enclosures by typing the notation "(w/o encl.)" after their names or organizations. Identifying "bcc:" recipients and using dual-column "bcc:" lists will follow the same guidelines as stated in this paragraph. Example:

bcc:
COS/Morgan
Chief Scientist/Cline
OSO/Official File 1330
OSO/Reading File (w/o encl.)

<p><i>1). Copies external to JSC must show JSC letterhead.</i></p>
<p><i>2). "Bcc:" lists should list addressees in the following order: JSC, Headquarters, other NASA Centers (alphabetically), contractors (alphabetically), other individuals (alphabetically. See Figure 4-9B.</i></p>

b. Identification of Office, Writer, and Typist

(1) On the bottom of file copies of the signature page, type the organization of the preparing office, the writer's first initial and surname, the preparer's initials, the date of typing, and the writer's telephone extension. Example:

OSO/JSmith:abd:2/20/05:1234

Type the entire seven-digit telephone number if a Center or office has more than one telephone prefix. Example:

OSO/JSmith:abd:2/20/05:823-1234

(2) If the letter is rewritten or retyped, type a second identification line directly below the first. Example:

OSO/JSmith:abd:2/20/05:1234
 Rewritten:OSO/EJones:olr:2/28/05:1222
 Retyped:OSO/ht:3/5/05:1223

c. NPR 1441.1D, NASA Records Retention Schedules, contains the Agency filing scheme for indexing files. Type the official file number on all file copies.

<i>d. The identification of office, writer, and typist, also known as the initiator line, is not shown on the original of a letter.</i>
<i>e. The initiator line should be shown on the official file copy and internal copies of documents other than letters and memos such as JSC announcements, agreements, and directives.</i>
<i>f. Computer identification information may be placed two lines below the initiator line.</i>
<i>g. The initiator line should always be shown on IS44 and ECCO copies.</i>

3.2 CONCURRENCES

3.2.1. Obtaining and Documenting Concurrences

3.2.1.1. If concurrence are required, type the office titles, mail suites (if HQ), and names of concurring officials on the bottom of the official file copy (first page) of the letter. Concurring officials sign and date in the space provided.

<i>Concurrences required will usually follow the hierarchical chain, which will ordinarily align with organization management structure. See Figure 3-7. There are exceptions to the concurrence chain unique to some organizations. Concurrences may be required outside the initiator's own organization due to subject matter. Also, concurring officials may find it necessary or appropriate to obtain additional concurrences different from those already included.</i>
<i>Print the concurrence block on the signature page of the official file copy, not on the first page as stated above. See 3.1.6.a.(3).</i>
<i>The JSC-preferred method for concurrences is use of the NASA Form 1267 or 1267A. An example of the alternative method is illustrated below. It includes the desired mail codes and initials, lines for the written initials, and lines for dates. See 3.1.6.a.(3) for placement of concurrence blocks.</i>

Concurrences: IA/LNS	AC/LVK	AB/RDC
_____	_____	_____
_____	_____	_____

3.2.1.2. Each time a letter is rewritten or retyped, add an updated identification line to the official record copy. Include the name of the person who rewrote it or the typist's initials. Replace and destroy all previous copies except the official file copy and the marked-up copy. Mark through the previous official file copy with a diagonal red line and staple that marked-up copy to the rewritten one. If the marked-up copy is other than the official file copy, fold it and place it on top of the package for the attention of the rewriter or reviewer. If someone else did the retyping, that person's initials should be in the identification line.

If a rewrite is necessary after one or more concurrences have been obtained, new concurrences will be needed if a change in meaning is made in the rewritten communication. If changes are editorial and new concurrences are not needed, the notation "previous concurrences are valid" is typed on the rewritten version instead of obtaining new concurrences.

Under no circumstances should the concurrence portion of a document be cut and affixed to a new version nor should a new version be cut away in order to show the previous concurrences--as stated above, simply fold the bottom of the new page under to reveal the previous concurrences.

3.2.1.3. Sometimes it is necessary to have concurring or approving officials sign on an original letter or report, e.g., personnel documents requiring several reviewing officials, procurement documents, or planning documents requiring approval. In these cases, use the following format:

Concurrence:

(Name and Title)

(Date)

Approval:

(Name and Title)

(Date)

If concurrence or approval on the original is required and space is limited, the following format may be used:

Concurrence: _____ **Date:** _____
Joel B. Walker
Director, Center Operations

3.3 ASSEMBLY FOR SIGNATURE FOR STANDARD BUSINESS LETTER

Assemble letters in accordance with the illustrations in Figure 3-1 of this chapter.

See Figure 3-9A and Figure 3-9B for JSC correspondence package assembly instructions.

3.4 NONPERSONALIZED BUSINESS LETTER

3.4.1. General. Study the figures in this section before preparing nonpersonalized business letters. The nonpersonalized business letter is a format for specific types of communications with organizations outside NASA. Use this format when the addressee's name is unknown or when a letter is addressed to an organization with attention to a specific individual for special handling.

Do not use the nonpersonalized business letter format for letters prepared for signature within the Office of the Director.

3.4.2. Attention: Line. In the nonpersonalized business letter, an attention line generally follows the first line of the address at the left margin.

3.4.3. Salutation. There is no salutation.

3.4.4. Subject. Type the word "Subject:" at the left margin, three typing returns below the last line of the address. One-line subjects are preferred. If more than one line is needed for the subject, begin succeeding lines flush with the first character of the subject. Keep the subject short; state concisely the main topic of the letter. Lengthy subjects are discouraged. If responding to a letter with a "Subject:" line, use the same subject. If acronyms or abbreviations are used in the subject, spell them out, followed by the acronym in parentheses. If an abbreviation or acronym is frequently used in a letter, establish it in the subject line so that only the shortened form is necessary in the body of the correspondence. Capitalize the first letter of only key words within the subject line.

3.4.5. Reference. Avoid a separate reference line in a business letter, except when it contributes to the understanding of the correspondence and when the number of references is too great to be reasonably incorporated in the first paragraph of the letter. Type "Ref:" at the left margin, blocked, two typing returns below the last line of the

subject, followed by an itemized listing of the references. Abbreviate items as much as possible; e.g., type dates in numerical figures (4/15/05). List references as (a), (b), (c), single-spaced, in chronological order with the most recent date listed first. See Figure 3-3 of this chapter.

3.4.6. Text. Prepare the text portion in block format, the same as the standard business letter.

3.4.7. Complimentary Close. There is no complimentary close.

3.5 LEGAL LETTER

3.5.1. General. The Office of the General Counsel, the Office of the Inspector General, and the Offices of the Chief and Patent Counsel at NASA Centers use the legal letter format. Use this format solely for legal correspondence relating to a specific case, protest, patent, or license.

3.5.2. Format. The legal letter format is based on the standard business letter with the exception of a caption as explained in paragraph 3.6.3 below. All other elements are the same as the standard business letter.

3.5.3. Caption. Begin the caption by typing "Re:" indented five spaces from the left margin. Use the caption to cite the specific case which is the topic of the letter; e.g., protest, patent, or license. If more than one line is needed, begin succeeding lines flush with the first line of the caption. Indent the entire caption five spaces from the right margin of the letter

3.6 MULTIPLE-ADDRESSEE LETTERS

3.6.1. General. Study the figures in this chapter before preparing a multiple-addressee letter. Use this format for addressees outside NASA or when a more personalized format is needed for addressees within NASA; e.g., award, thank you and congratulatory letters, or personal invitations.

3.6.2. Format. Prepare identical letters to more than one individual in the same format as the standard business letter.

3.6.3. Original and Copies. Prepare an original letter for each recipient and only one official file copy. Document the list of addressees as follows:

See Figure 3-5.

a. Original. When the recipient of a letter needs to know who received identical letters, type "Identical letter to:" two typing returns below the signature block or enclosure line. On the next line, begin the list of recipients of the letter. If there is not enough space at the bottom of the page, type the list on a separate sheet and attach it behind the letter.

b. File Copies. Document the recipients of the letter on the official file copy when the addressees do not need to know who received copies. On the file copy, type "Identical letter to:" two typing returns below the signature block, enclosure line, or the "cc:" line. On the next line, begin the list of the recipients of the letter. If there is not enough space at the bottom of the page, type the list on a separate page and place it behind the file copy.

3.6.4. Exception. When the list of addressees is mostly within NASA, but includes a few individuals from outside NASA, use the multiple-addressee letter as shown in this chapter. An example would be when non-NASA individuals participate in NASA committees or advisory groups.

3.7 ASSEMBLY FOR SIGNATURE FOR MULTIPLE-ADDRESSEE LETTERS

3.7.1. General. Assemble a letter in the proper order so the signer can quickly identify and review all pertinent documents.

3.7.2. Instructions. Arrange the letter and accompanying documents as described in Appendix A when the letter is ready for final review and signature.

See Figure 3-9A and Figure 3-9B for JSC correspondence package assembly instructions.

3.7.3. Administrator's Packages. See Appendix A for instructions for assembly of Administrator's correspondence packages. Complex packages, at any signature level, may be assembled this way for easier understanding.

3.8 CONDOLENCE LETTERS

3.8.1. A condolence letter will be prepared by the applicable office for the Administrator's signature upon notification of the death of an employee and, as appropriate, upon the death of a former employee or immediate family member of a current or former employee.

3.8.2. The Office of the Administrator requests that the letter be completed and mailed within three business days after receipt of notification of the death.

3.8.3. The Executive Secretariat will provide assistance in drafting the letter.

3.8.4. A condolence letter, signed by the Administrator, does not preclude office members and colleagues from sending other condolence communications.

Prepare JSC condolence letters on blue meatball letterhead.

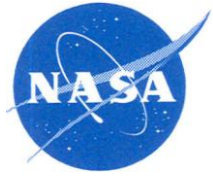
3.9 ENVELOPES AND MAILING

3.9.1. See Chapter 7: Envelopes and Mailing, for specific preparation instructions. Consult with your Center's Mail Manager for information on mailing services.

Refer to JSC 26809, JSC Mail Services Guide.

3.9.2. Do not type instructions on the letter indicating special handling or mailing services; e.g., Special Delivery, Certified, or Registered. Consult with your Center's Mail Manager for information on special mailing services.

National Aeronautics and
Space Administration
Headquarters
Washington, DC 20546-0001



(Center date)

Reply to Attn of: Office of Public Affairs (Should line up with "Reply to Attn of.")
(Three typing returns)

Mr. John Q. Public
Resident
101 Main Street
Any City, (Abbreviated State) 12345-6789
(Three typing returns)

Dear Mr. Public:
(Two typing returns)

This is NASA's standard business letter that is used to correspond with addressees outside NASA. It is also used within NASA when a more personalized format is appropriate; e.g., award, thank you and congratulatory letters, or personal invitations.

The "Reply to Attn of:" is the originator's office name. It is typed at the left margin, three spaces after "Reply to Attn of:."

Type or stamp the date in the center of the page two lines above the "Reply to Attn of." Do not use military style (e.g., 1 Feb 2005) or endings such as "st" or "th" after the date.

A standard business letter requires a salutation (Dear) and complimentary close (Sincerely). Attention or subject lines are not used.

Begin the text two typing returns below the salutation. Text is single spaced with double spacing between paragraphs. Paragraphs are typed in block form. Do not begin a paragraph near the end of a page unless there is room for at least two lines on that page. Do not begin a second page unless a minimum of two lines of text can be carried over to that page. One-inch margins should be maintained at the left and right and top and bottom.

Figure 3-1
Standard Business Letter With Enclosure and Material Sent Under Separate Cover

The enclosed updated NASA Correspondence Manual provides detailed instructions on preparing letters. An additional ten copies are being mailed separately.

The "cc" list should be in order of preference as follows: Office of the General Counsel/Mr. Frankle, Office of the General Counsel/Mr. E. Frankle, or Office of the General Counsel/E. Frankle. List all names in a consistent format.

Sincerely,

(Four or five typing returns)

Jane C. Doe
Correspondence Analyst

Enclosure

Separate Cover
NASA Correspondence Manual-Ten Copies

cc:
Chief Information Officer/Ms. Shaeffer

Figure 3-1
Standard Business Letter With Enclosure and Material Sent Under Separate Cover

National Aeronautics and
Space Administration
Headquarters
Washington, DC 20546-0001

(Center date)

Reply to Attn of: Office of Public Affairs
(Three typing returns)

Mr. John Q. Public
Resident
101 Main Street
Any City, (Abbreviated State) 12345-6789
(Three typing returns)

Dear Mr. Public:
(Two typing returns)

In long and complicated letters, numbering of subparagraphs is acceptable for clarity and may be helpful as a reference aid. Main paragraphs are typed in block style.

1. Subparagraphs. Begin the first line of each subparagraph (the number) at the left margin as shown in this example. Single-space between lines and double-space between paragraphs. When a paragraph is subdivided, it must have at least two subdivisions.

a. Observe the following sequence when numbering and lettering subdivided paragraphs; e.g., 1., a., (1), (a).

b. When referring to numbered or lettered paragraphs, reference the numbers and letters without spaces; e.g., "paragraph 3.a.(2)(c)."

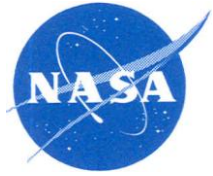
2. Headings. Use short headings in lengthy communications for ease of reading.

Sincerely,

Linda A. Morgan
Director, Media Affairs

Figure 3-2
Standard Business Letter with Subparagraphs

National Aeronautics and
Space Administration
Headquarters
Washington, DC 20546-0001



(Center date)

Reply to Attn of: Office of Public Affairs
(Three typing returns)

Dr. Alex Gilmore
University of Houston
Space Vacuum Research Center
4800 Calhoun Road
Houston, TX 77204-5507
(Three typing returns)

Subject: Nonpersonalized Business Letter Format

Ref: (a) XYZ Corp ltr. from B. Smith to R. Brooks, dated 5/8/05
(b) NASA ltr. from R. Whitehead to Dear Colleagues, dated 4/25/05

NASA uses this format when writing to an organization. The basic differences from the standard business letter are found in the address portion of the letter. A salutation and complimentary close are not used. Avoid a single reference line in a business letter: incorporate it into the body. For multiple references, either incorporate into the body or list as shown above.

Indicate courtesy copies on the original letter only if the recipient needs to know who received copies. All courtesy copies are shown on the official file copy.

Use blind copies when the recipient does not need to know who received copies. On the official file copy, type "bcc:" at the left margin two typing returns below the last line of the signer's title, the enclosure, or the "cc:" listing. Never type the "bcc" on the original letter.

Only NASA personnel may use NASA letterhead. Contractors will use their company's letterhead.

Figure 3-3

Nonpersonalized Business Letter With References

Verify correct version before use at <http://server-mpo.arc.nasa.gov/Services/CDMSDocs/Centers/JSC/Home.tml>

Maintain one-inch margins. A single line of text is never carried over to a second page. Type second and succeeding pages on plain bond page. Type page numbers five lines from the top of the page, approximately one inch from the right margin. Begin the text two lines below the number.

Bridget F. Morgan
Program Specialist

2 Enclosures

1. Organization Chart (10 copies)
2. Form Letters Pamphlet

cc:

Correspondence Control Network

Figure 3-3
Nonpersonalized Business Letter With References

National Aeronautics and
Space Administration
Headquarters
Washington, DC 20546-0001

(Center date)

Reply to Attn of: Office of the General Counsel
(Three typing returns)

The Honorable Marguarite Juarez
Attorney General of the
United States
Department of Justice
Washington, DC 20530
(Three typing returns)

Re: Doe v. United States
Civil Action No. 4-88-405 (S.D. Texas)

(Two typing returns)

Dear Madam Attorney General:

(Two typing returns)

This is the legal letter format that may be used by the Office of the General Counsel at NASA Headquarters and the Office of the Chief Counsel at NASA Centers.

This format is widely used within the legal community. Use only for legal correspondence relating to a specific case such as protests or licenses. Do not use for general correspondence. The legal format is based on the standard business letter. It includes a caption that identifies the case, protest, patent, or license that is the topic of the letter.

Type "Re:" three typing returns below the last line of the address, indented five spaces from the left margin. If more than one line is needed for the caption, begin succeeding lines flush with the first letter of the caption. Also, the entire caption is

Figure 3-4

Legal Letter Format

indented five spaces from the right margin. Type the salutation at the left margin, two typing returns below the caption. All other elements are identical to the standard business letter.

Sincerely,

Edward A. Morgan
General Counsel

Figure 3-4
Legal Letter Format

National Aeronautics and
Space Administration
Headquarters
Washington, DC 20546-0001



(Center date)

Reply to Attn of: Office of Public Affairs
(Three typing returns)

Dear Colleague:

(Two typing returns)

I am pleased to present you with a copy of Spinoff. This publication not only documents several years of successful processes currently utilized in the market place, but it also represents NASA's contributions to the enhancement of quality of life on Earth.

We are proud of our achievements and hope that you will find this publication interesting.

Sincerely,

Janelle R. Hamilton
Director, Media Relations

Enclosure

Figure 3-5
Multiple-Addressee Letter to Non-NASA Addressees

Verify correct version before use at <http://server-mpo.arc.nasa.gov/Services/CDMSDocs/Centers/JSC/Home.tml>

2

(Standard Letter Format)

Identical letter to:

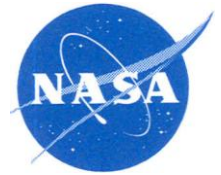
Dr. William Gaskin
Director
Center for Technology Commercialization
100 North Drive
Westborough, MA 02581

Mr. Ronald Polk
Director
Southern Technology Applications Center
University of Florida, College of Engineering
One Progress Boulevard
Alachua, FL 32615

Ms. Lani S. Hummel
Director
Mid-Atlantic Technology Applications Center
823 William Pitt Union
Pittsburgh, PA 15260

Figure 3-5
Multiple-Addressee Letter to Non-NASA Addressees

44



National Aeronautics and
Space Administration

Headquarters
Washington, DC 20546-0001

(Center date)

Reply to Attn of: Science Mission Directorate
(Three typing returns)

Dr. Claude Conner
Dr. Ronald Greeson
National Research Council
2101 Constitution Avenue, NW
Washington, DC 20418
(Three typing returns)

Dear Drs. Conner and Greeson:
(Two typing returns)

Thank you both for your letter of November 11, 2005, conveying the timely and comprehensive review of NASA's new Mars exploration architecture. We will reply substantively at a later date to the points raised in your letter and enclosed assessment. I sincerely appreciate your willingness to take on this task and the thoroughness of your findings. Please extend my thanks to the members of the Committee.

Sincerely,

Carl H. McGaugh
Science Director
Office of Space Science

Figure 3-6
Response to Dual Addressees

National Aeronautics and
Space Administration
Headquarters
Washington, DC 20546-0001

(Center date)

Reply to Attn of: Science Mission Directorate
(Three typing returns)

Dr. Claude Conner
National Academy of Science
200 James Street
Denver, CO 80236

Dr. Ronald Greeson
National Research Council
2101 Constitution Avenue, NW
Washington, DC 20418

Dear Drs. Conner and Greeson:

Thank you both for your letter of November 11, 2005, conveying the timely and comprehensive review of NASA's new Mars exploration architecture. We will reply substantively at a later date to the points raised in your letter and enclosed assessment. I sincerely appreciate your willingness to take on this task and the thoroughness of your findings. Please extend my thanks to the members of the Committee.

Sincerely,

Carl H. McGaugh
Science Director
Office of Space Science

Figure 3-6a
Response to Dual Addressees

SIGNATURE LEVEL OF AUTHORITY AND CONCURRENCE CHAIN

Anyone may initiate correspondence to any level. Concurrences begin at the level of the originator and follow the hierarchical chain of supervisors. Usually, correspondence which delegates responsibilities or assigns tasks to other divisions is signed at Division Chief level or higher. **EXCEPTION:** The initiator may sign correspondence to any level management within the same division.

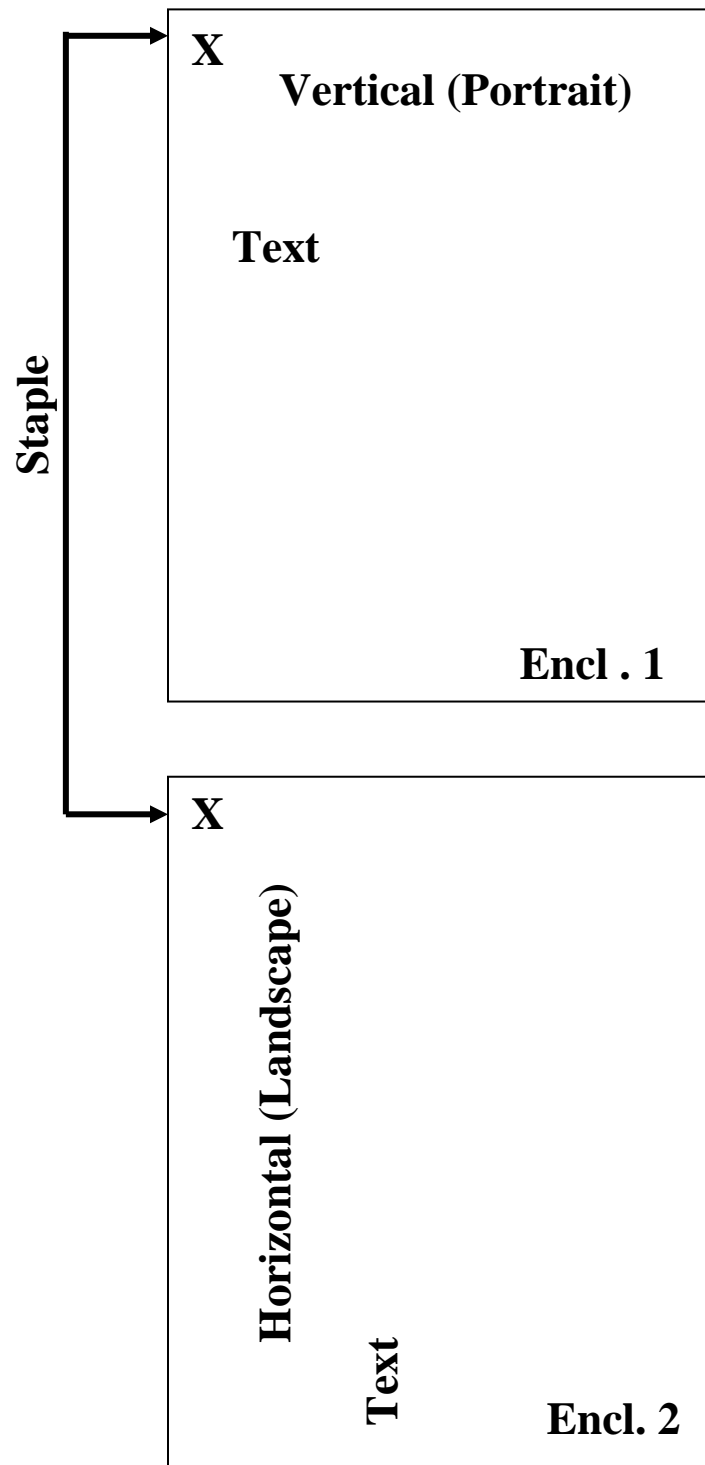
The following matrix outlines the signature authority and required concurrences for most JSC correspondence.

<u>Initiator</u>	<u>Addressed To</u>	<u>Signed By</u>	<u>Concurrences Required</u>
1. Working level	Branch Chief (same division)	Working level	Section Head*
2. Working level	Division Chief (same division)	Working level	Section Head* Branch Chief*
3. All levels	Branch Chief (same division)	Branch Chief*	Section Head* Others as required by organization
4. All levels	Division Chief (same or different directorate)	Division Chief*	Section Head* Branch Chief* Others as required by organization
5. All levels	Director/Program Manager (same directorate)	Division Chief*	Same as #4
6. All levels	Director/Program Manager*	Director/Program Manager*	Section Head* Branch Chief* Division Chief* Others as required by organization
7. All levels	JSC Center Director	Director/Program Manager*	Same as #6
8. All levels	Directors of other Centers	JSC Center Director	Section Head* Branch Chief* Division Chief* Director/Program Manager* Associate Director Deputy Center Director Others as required by organization
9. All levels	NASA Headquarters Administrator and Associate Administrators	JSC Center Director**	Same as #8

* Or equivalent

** For additional signature authority guidelines, see JSC Management Instruction 1450.2.

Staple Position



JSC Supplement to NPR 1450.10D
Figure 3-8

JSC CORRESPONDENCE PACKAGE ASSEMBLY

1. Executive Summary for Correspondence is required for all correspondence being signed by the Office of the Center Director (includes AA, AB, and AC mail codes). A template is available on the Senior Secretaries Web Site.
2. Executive Correspondence Cover (plastic cover) not required if Executive Summary for Correspondence is used.
3. Original of correspondence.
4. Signature Tab in front of signature page when correspondence is two or more pages.
5. Enclosure(s), if any. The Enclosure Tab is optional.
6. Concurrence Tab (NASA Form 423).
7. Official file copy (NASA Form 1267 or 1267A). Also known as concurrence page. This is the IS44 copy for Space Shuttle and International Space Station Program Offices (see note below).
9. Enclosure(s), unless bulky.
10. Incoming Tab (NASA Form 422) or Background Tab (NASA Form 423), as appropriate.
11. Incoming or background material.
12. Courtesy Copy Tab (JSC Form 422), optional.
13. Letterhead copies (cc's). If more than five copies are required, make a reproduction copy marked, in nonreproducible blue pencil "cc repro." Copies for external recipients should always be letterhead copies.
14. Copy for bcc's marked "bcc repro."
15. File copy for originating office, if not office of record. Include enclosure(s), unless bulky. The bcc repro copy can be used for this purpose.
16. Copy for signing office. Include enclosure(s), unless bulky.
17. For signature packages prepared for the Office of the Director signature, provide copies marked for IS44 and ECCO with enclosure(s) (unless bulky).
18. Suspense copies if required by your organization.

JSC Supplement to NPR 1450.10D

Figure 3-9A

CHAPTER 4: MEMORANDUMS (MEMOS) (FORMATS)

4.1 STANDARD MEMO

NASA policy is to use memos for internal (Agency-wide) use only. Letters are used for external and formal use; e.g., congratulations, retirement, condolence. Before preparing memos, study the figures in this chapter. These guidelines are standard features for correct memo formatting of correspondence within and among all NASA Centers, including Headquarters.

For help in determining whether to use a letter format or a memo format in correspondence being prepared for the Center Director's signature to Headquarters or other Centers, check the incoming correspondence format. Usually the response will follow a like format.

See Figure 3-9A for JSC correspondence package assembly instructions.

4.1.1. Administrator's Correspondence. See Appendix A: Administrator's Correspondence Preparation and Control, for specific instructions on preparing memos for the Office of the Administrator.

4.1.2. Stationery. Prepare all correspondence on official NASA ***“meatball”*** letterhead. Use plain bond paper for succeeding pages. See Appendix A for stationery to be used for officials in the Office of the Administrator.

<i>a. Use JSC letterhead for official written correspondence.</i>
<i>b. Prepare intracenter correspondence on black letterhead. Blue meatball letterhead may be used for correspondence leaving JSC—intercenter, contractors, etc.</i>
<i>c. Use blue meatball letterhead on the original of all external correspondence for signature in the Office of the Director except when the correspondence is addressed to distribution and copies of the original will be made.</i>
<i>Note: The use of electronic letterhead is acceptable for intracenter correspondence. The accepted copy of this letterhead is posted on the JSC Secretarial Home Page.</i>

4.1.3. Font. Times New Roman 12 is preferred. Use script or italic only for occasional emphasis. To prevent a memo from continuing onto a second page, the font size of the type may be slightly reduced.

With the flexibility afforded us by computers, judgment may be used for applying font sizes to accommodate letter length and purpose. For example, one-page letters are preferred, but not at the expense of readability due to too small a font size.

4.1.4. Ink. Use black or blue-black ink to sign correspondence.

4.1.5. Margins. Set the left margin two spaces to the right of the printed caption "Reply to Attn of:" (1.2 or 1 1/8 inches). Set the right and bottom margins at approximately one inch. Set the top margin at one inch on the second and succeeding pages. Do not justify the right margin.

4.1.6. File Copies. Always prepare an official record copy.

The text of the official file copy and other copies must be identical to the original letter. If the original is revised, revise all remaining copies within the package.

a. Official File Copies. Prepare a white copy visibly marked in the upper right corner "Official File" or "Official Record Copy."

<i>1). The Official File Copy is more commonly known as the concurrence sheet.</i>
<i>2). Do not cut official documents for any purpose. See 4.2.1.3 for retyped and rewritten memos.</i>
<i>3). Concurrence blocks are to be located on the signature page of the official file copy. Therefore, if the memo is two pages in length, the concurrence blocks should be located on the second page. The second page should also have the writer's code (letter number) and page number located at the top.</i>

b. Other File Copies. Prepare only the number of copies required for distribution, based on the correspondence practices of the preparing office.

<i>1). If more than five copies are required (not counting IS44 and ECCO copies, when preparing Office of the Director signature packages) for a signature package, make a reproduction copy marked "cc repro" in nonreproducible blue pencil in the top right corner.</i>
<i>2). Copies external to JSC must be on JSC letterhead.</i>

4.1.7. Reply to Attn of: line. For Headquarters correspondence, type the writer's organization title (abbreviation is acceptable) which serves as a basic identification symbol and must appear on all outgoing correspondence. Centers use office codes.

Due to automated tracking systems, JSC shall use the following writer's code (letter number) format—the originator's mail code, the last two numbers of the calendar year, and up to a three-digit control number that is assigned by the originating office.

Examples: EA-06-002, CA4-06-104

Type the writer's code (letter number) on the second and succeeding pages flush with the left margin opposite the page number. This also applies to distribution, "cc:," and "bcc:" list pages.

Example:

SA-90-025

2

The body of the letter begins 1 inch from the top of the page observing the 1-inch top margin guideline. See Figure 4-9B.

4.1.8. Dating Correspondence. Type or stamp the date (centered) two lines above the "Reply to Attn of:" line (e.g., August 20, 2005). Do not use military style (e.g., 20 Aug 2005) or endings such as "st" or "th" after the day (e.g., Aug 20th).

4.1.9. Address. Always type the "TO:," "THRU:," "FROM:," and "SUBJECT:" in all caps.

a. **TO:** Type "TO:" at the left margin, three typing returns below the "Reply to Attn of:" line. Seven spaces after "TO:," type the title of addressee. The use of titles is preferred; however, if an individual does not use a title, it is acceptable to have a memo from a title to a name or from a name to a name (use full name; e.g., Ofc of Education/John A. Smith).

<i>1). The name of our own installation is not required on memos.</i>	
<i>2). See Section 4.5 when more than one individual is to be addressed.</i>	
<i>3). When it becomes necessary to use runover lines at "TO:" and "FROM:" lines, line up the runover line with the first word following the mail code and slash.</i>	
<i>4). Do not establish acronyms in "TO:," "FROM:," or "THRU:" lines.</i>	
<i>Example:</i>	
TO:	NASA Headquarters
	Attn: Assistant Administrator for Security and Program Protection
FROM:	JA/Director, Center Operations
<i>5). An attention line is generally not used in the standard interoffice or intracenter memo formats. However, when more than one person in the same office has the same title, the attention line may be used.</i>	
<i>Examples:</i>	
TO:	AH7/Human Resources Specialist
	Attn: Paul M. Smythe
<i>Without an attention line or title:</i>	
TO:	AH7/Paul M. Smythe

b. **THRU:** Use the "THRU:" line when one or more addressees are needed to endorse (i.e., approve, concur, coordinate) the document prior to its receipt by the addressee and

when the endorsement needs to appear on the original document. The "THRU:" line addressee signs and dates the memo next to his or her name before forwarding. Type "THRU:" directly below the last line of the "TO:" line. Align the addressee information with the "TO:" line above. Single-space between each "THRU:" line addressee.

Example of "THRU:" line involving non-JSC addressees:

TO: NASA Headquarters
Attn: Assistant Administrator for Human Capital Management
THRU: Associate Administrator for Space Operations Mission Directorate
General Counsel
FROM: AA/Director

Example of "THRU:" line involving JSC addressees:

TO: AA/Director
THRU: AL/Chief Counsel
LA/Chief Financial Officer
FROM: EA/Director, Engineering

c. **FROM:** Type "FROM:" at the left margin, two typing returns below the "TO:" or "THRU:" line. The text aligns with the "TO:" or "THRU:" line. The "FROM:" line includes the office name and title of the signer and should align with the "TO:" or "THRU:" lines. The use of titles is preferred; however, if an individual does not use a title, it is acceptable to have a memo to a title from a name or from a name to a name (use full name; e.g., Ofc of Education/John A. Smith).

d. **SUBJECT:** Type "SUBJECT:" at the left margin in all caps, two typing returns below the last line of the "FROM:" line. Begin the text of the subject line two spaces after the colon. If more than one line is needed for the subject, begin succeeding lines aligned with the first character of the subject. State concisely the main topic of the memo. If acronyms or abbreviations are used in the subject, spell them out, followed by the acronym in parentheses. If an abbreviation or acronym is frequently used in a memo, establish it in the subject line so that only the shortened form is necessary in the body of the correspondence. Capitalize the first letter of only key words within the subject line.

Articles may be used, but not capitalized in the subject line.

4.1.10. Reference Line. Avoid a reference line in a business memo, except when it contributes to the understanding of the correspondence and when the number of references is too great to be reasonably incorporated in the first paragraph of the memo. Type "REF:" at the left margin, blocked, two typing returns below the last line of the subject, followed

by an itemized listing of the references. Abbreviate items as much as possible; e.g., type dates in numerical figures (4/5/05). List references as (a), (b), (c), single spaced in chronological order with the most recent date listed first. Align the paragraphs with the text in the "SUBJECT:" line. See Figure 4-2 of this chapter.

Note that “Ref” is used in the Nonpersonalized Business Letter and “REF” is used in the Standard Memo.

4.1.11. Body of Memo. Begin typing the body of the memo two lines below the "SUBJECT:" or "REF:" lines. Use single-spaced text, and double-space between paragraphs. Type text paragraphs in block form. When a paragraph is broken into subparagraphs, number and letter the subparagraphs as shown in Chapter 3, Figure 3-2. Hyphenate sparingly to ensure a uniform right margin. Avoid hyphenating more than two consecutive lines. Also, avoid hyphenating at the end of the first line or the end of the last full line of a paragraph.

<p><i>a. Within text, dates are written out using the month, day, year format; i.e., September 3, 2000. Do not use military style format for the date or for the time.</i></p>	
<p><i>Correct: January 1, 2000</i> <i>Incorrect: 1 January 2000</i> <i>Correct: January 2006</i> <i>Incorrect: January, 2006</i></p>	<p><i>Correct: 1:30 p.m.</i> <i>Incorrect: 1330 hours</i></p>
<p><i>b. Mail codes within text are not used as substitutes for names of people or organizations.</i> <i>Example:</i> <i>Incorrect: AP is the office of record.</i> <i>Correct: The Public Affairs Office is the office of record.</i></p>	
<p><i>c. When an abbreviation, such as Public Affairs Office (PAO), has been established, the abbreviation may be used thereafter.</i> <i>Example: PAO will review the new requirements.</i></p>	
<p><i>d. Do not use the postal two-letter abbreviations for states within the body of correspondence. Established abbreviations may be used when space is limited. See The Gregg Reference Manual, Section 527, for a listing of those abbreviations.</i> <i>Example: For Texas, use Tex., not TX</i></p>	
<p><i>e. Use two spaces after ending punctuation. See The Gregg Reference Manual, Section 299, Spacing With Punctuation Marks.</i></p>	
<p><i>f. Use periods rather than asterisks for ellipses. See the GPO Style Manual, Section 8.76, and The Gregg Reference Manual, Section 274.</i></p>	
<p><i>g. Dashes have become increasingly popular. Many fonts offer the dash character, but some do not. Therefore, to construct a dash, strike the hyphen twice with no space before, between, or after the hyphens. See The Gregg Reference Manual, Section 216.</i> <i>Example: Our procurement conference next year is in Hawaii–on Maui.</i> <i>Note: For Microsoft Word users that have selected AutoCorrect or AutoFormat to format your documents, Microsoft Word automatically inserts an en dash or an em dash when you type two hyphens.</i></p>	

h. Quotation marks are not used when quoted material is set apart; this extraction replaces the quotation marks. Instead, indent the quoted material five character spaces from each side margin, leaving one blank line above and below the extract. See The Gregg Reference Manual, Section 265.

4.1.12. Widows and Orphans. Do not begin a paragraph near the end of a page unless there is room for at least two lines on that page. Do not continue a paragraph on the following page unless two lines can be carried over to that page.

The following is a description of widows and orphans given by Microsoft Word: A widow is the last line of a paragraph printed by itself at the top of a page. An orphan is the first line of a paragraph printed by itself at the bottom of a page.

4.1.13. One-Paragraph Memo. Double-spacing may be used if a memo contains only one paragraph and consists of 10 lines or less. See Figure 4-2 of this chapter.

4.1.14. Succeeding Pages. Type succeeding page(s) of a memo on plain bond paper. Beginning with the second page, type the page number five lines from the top of the page, approximately one inch from the right edge of the page. Continue the body of the memo two lines below the page number. Apply the same margins as those on the first page.

Along with the page number in the upper right corner, use the writer's code (letter number) in the upper left corner. See Figure 4-9B.

4.1.15. Signature Blocks

a. Format. Type the signature information at the left margin, five typing returns below the last line of text. Type the name of the signing official only. Do not use Mr., Mrs., Ms., or Dr., in the signature block.

b. Acting Official. If it is known before typing that an acting official will sign the memo, type that person's name and the word "Acting" before the title in the "FROM:" line. If the memo has been prepared for the signature of the signing official but is actually signed by another, the person signing will write "for" in front of the typed name. Mark courtesy copies with the actual signer's name to establish for the record which person actually signed.

4.1.16. Enclosures. When an enclosure accompanies a letter, type the word "Enclosure" flush with the left margin, two lines below the last line of the signer's name or title. For consistency, identify either all or none of the enclosures in the text.

a. Enclosures Identified in the Text. When possible, identify enclosures in the text in as few words as possible or by title. If there is more than one enclosure, indicate the number as follows:

3 Enclosures

b. Enclosures Not Identified in the Text. When enclosures are not identified in the text, type the list at the left margin. List each enclosure on a separate line as follows:

Example of unnumbered enclosures:

4 Enclosures:

Form Letters Handbook

Plain Letters Pamphlet

Organizational Chart

The NASA Scientific and Technical Information System Brochure

or

Example of numbered enclosures:

3 Enclosures:

1. Form Letters Handbook

2. Plain Letters Pamphlet

3. Organizational Chart

If more than one line is required to identify an enclosure in a list of enclosures, the enclosures are numbered for clarification.

3 Enclosures:

1. Form Letters Handbook

**2. NPR 7410.3D, dated 4/14/88, "Delegation of Authority
or Acquisition of Commercial Services for NASA's Use"**

3. OMB Circular A-76, revised 8/4/83

c. Marking Enclosures. On the first page of each enclosure, the word "Enclosure" must be typed in the lower right corner; e.g., Enclosure, Enclosure 1, Enclosure 2.

This is true for the enclosure notation whether the enclosure is typed vertically or horizontally. See Figure 3-8 for proper placement and for correct stapling of the package.

4.1.17. Material Sent Under Separate Cover. When material referred to in the text is sent under separate cover, type "Separate Cover:" at the left margin, two typing returns below the signer's title or the "enclosure" notation if there is one. List the material, whether or not it is identified in the text. Send a copy of the memo with the material that is mailed under separate cover. Example:

Separate Cover:

Form Letters Handbook-10 copies

Plain Letters Pamphlet-10 copies

Correspondence Handbook-10 copies

4.1.18. Courtesy Copies.

a. Courtesy Copies (cc:). Type the distribution of courtesy copies on the original when the recipient needs to know who received copies. Type "cc:" at the left margin two typing returns below the last typed line of the signature block, the enclosure line, or separate cover listing. Directly below "cc:," single-space the list of recipients, using office or organizational codes and identifying whether HQ or Center (if applicable).

Examples (listed in order of preference):

cc:
Ofc of the Gen Counsel/Mr. Franklin
Ofc of the Gen Counsel/Mr. E. Franklin
Ofc of the Gen Counsel/E. Franklin

Examples of designating officials in an "Acting" capacity:

CIO/Mr. Smith (Acting)
CIO/Mr. M. Smith (Acting)
CIO/M. Smith (Acting)

A dual-column "cc:" distribution list is permitted when the list is too long to fit in a single column on one page.

b. Preferred Order. The following example provides the correct order of recipients of courtesy copies. If the memo has enclosures, indicate any recipients who were not sent enclosures by typing the notation "(w/o encl.)" after their names.

Example:

cc:	
HQ/Ofc of Institutions and Mgmt/Dr. Warren	1. Originator's addressees first.*
HQ/Ofc of Space Ops/Ms. Olsen	
HQ/Ofc of the IG/Ms. Ledford	2. Headquarters addressees next.*
HQ/Exploration Sys Missions Directorate/Mr. Owens	
HQ/Ofc of Public Affairs/Mr. Sullivan	
HQ/Ofc of Ext Relations/Ms. Irwin	
ARC/200-2/Ms. Jaynes	3. Centers' codes next.*
ARC/233-14/Ms. Chenier	
DFRC/O/Ms. Rudy	
JSC/AA/Ms. Womack	
JSC/AC/Ms. Marshall	

**DOC/Mr. Lancaster (w/o encl.)	4. Federal agencies next. *
**DOT/Mr. Smith	
*GSA/Mr. Merman (w/o encl.)	
Johns Hopkins University/Dr. Reader	5. Non-Federal organizations last. **
Seattle, WA/Mr. Jones	

*All lists should be in seniority order if known. Otherwise they should be listed alphabetically and numerically.

**If an organizational acronym is used without first spelling it out, it should be well known to the recipient of the memo.

<i>1. Titles such as Dr., Mr., and Ms. are not used in "cc:" and "bcc:" lists in JSC correspondence. Use first and middle initials with last names. See Figure 4-9B.</i>
<i>2. "Cc:" and "bcc:" lists should list addressees in the following order: JSC, Headquarters, other NASA Centers, contractors, other individuals.</i>
<i>3. Courtesy copy listings should indicate any recipients who are not sent enclosures. Options for indicating the distinctions include:</i>

<i>Ordinary</i>	<i>No one to receive enclosure(s)</i>	<i>Selected not to receive enclosure(s)</i>	<i>Selected to receive enclosure(s)</i>
cc:	cc: (w/o encl.)	cc: (*w/o encl.)	cc: (*w/encl.)
BA/D. L. Johnson	BA/D. L. Johnson	BA/D. L. Johnson	BA/D. L. Johnson*
LA/J. H. Beall (w/o encl.)	LA/J. H. Beall	LA/J. H. Beall	LA/J. H. Beall*
HQ/M-1/W. F. Readdy	HQ/M-1/W. F. Readdy	HQ/M-1/W. F. Readdy*	HQ/M-1/W. F. Readdy
KSC/YA/K. J. Payne	KSC/YA/K. J. Payne	KSC/YA/K. J. Payne*	KSC/YA/K. J. Payne

<i>4. Copies external to JSC must show JSC letterhead.</i>
<i>5. If there is insufficient space on the signature page to show the full "cc:" list, type "cc: See List" flush with the left margin two lines below the signature block (or enclosure notification). This also applies to "bcc:" lists.</i> <i>Example:</i> cc: See List
<i>6. An official listing of contractor abbreviations used at JSC can be found at http://ird.jsc.nasa.gov/abbrev/</i>
<i>7. When making distribution of correspondence, place distribution and/or "cc:" lists on top for ease in mailing.</i>

c. Blind Courtesy Copies (bcc:). Use blind courtesy copies when the recipient does not need to know who received copies or to document the office of record. Type "bcc:" on the official file copy two typing returns below the "cc:" listing. Never type "bcc:" on the original. The list should include the official file copy with the Agency filing scheme number from Appendix A of NPR 1441.1D, NASA Records Retention Schedules. If the memo has enclosures, indicate any recipients who were not sent enclosures by typing the notation "(w/o enclosure)" or "(w/o encl.)" after their names or organizations. Identifying "bcc:" recipients and using dual-column "bcc:" lists will follow the same guidelines as stated in Chapter 3, paragraph 3.1.23.a. Example:

bcc:
Ofc of Procurement/Mr. Sullivan
OLA/Official File 1330
OLA/Reading File (w/o enclosure)

4.1.19. Official Record Copy Preparation. The official record copy includes all relevant drafting information concerning the correspondence.

a. Identification of Office, Writer, and Typist.

(1) On the bottom of file copies of the signature page, type the organization of the preparing office, the writer's first initial and surname, the typist's initials, date of typing, and the writer's telephone extension. Example:

OLA/JSmith:abd:2/20/05:1234

(2) If the memo is rewritten or retyped, type a second identification line directly below the first. Example:

OLA/JSmith:abd:2/20/05:1234
Rewritten: OLA/EJones:olr:2/28/05:8135
Retyped:OLA/sdf:3/5/05:1024

b. NPD 1440.6, NASA Records Management, and NPR 1441.1, NASA Records Retention Schedules, contain the NASA numbering system for indexing files. Type the official file number on all file copies as indicated in paragraph 4.1.20.a.

c. The identification of office, writer, and typist, also known as the initiator line, is not shown on the original of a memo.

d. The initiator line should be shown on the official file copy and internal copies of documents other than letters and memos such as JSC announcements, agreements, and directives.

e. Computer identification information may be placed two lines below the initiator line.

f. The initiator line should always be shown on IS44 and ECCO copies.

4.2 CONCURRENCES

4.2.1. Obtaining and Documenting Concurrences

4.2.1.1. If concurrences are required, type the office title and names of concurring officials on the bottom of plain bond paper (first page) which will be used as the official file copy of the memo. Concurring officials will sign and date in the space provided.

Concurrences required will usually follow the hierarchical chain, which will ordinarily align with organization management structure. See Figure 3-7. There are exceptions to the concurrence chain unique to some organizations. Concurrences may be required outside the initiator's own organization due to subject matter. Also, concurring officials may find it necessary or appropriate to obtain additional concurrences different from those already included.

Print the concurrence block on the signature page of the official file copy, not on the first page as stated above. See 4.1.6.a.(3).

The JSC-preferred method for concurrences is use of the NASA Form 1267 or 1267A. An example of the alternative method is illustrated below. It includes the desired mail codes and initials, lines for the written initials, and lines for dates. See 4.1.6.a.(3) for placement of concurrence blocks.

Concurrences:		
IA/LNS	AC/LVK	AB/RDC
_____	_____	_____
_____	_____	_____

4.2.1.2. Each time a memo is rewritten or retyped, an updated identification line should be added to the official record copy. Replace and destroy all previous copies except the official copy and the marked-up copy. Mark through the previous official copy with a diagonal red line and staple it to the back of the rewritten one. If the marked-up copy is other than the official one, fold it and place it on the top of the package for the attention of the rewriter or reviewer.

4.2.1.3. Sometimes it is necessary to have concurring or approving officials sign on an original letter or report; e.g., personnel documents requiring several reviewing officials, procurement documents, or planning documents requiring approval. In these cases, use the following format:

Concurrence:

(Name and Title)

(Date)

Approval:

(Name and Title)

(Date)

4.3 ASSEMBLY FOR SIGNATURE FOR MEMOS

Assemble memos as illustrated in Figures 4-7 and 4-8.

See Figure 3-9A and Figure 3-9B for JSC correspondence package assembly instructions.

4.4 MULTIPLE-ADDRESSEE MEMOS

Memos are often addressed to more than one individual and require a variety of formats. Study the figures in this chapter before preparing a multiple-addressee memo.

4.4.1. Address. If a memo is addressed to more than three individuals, address it to a categorical group. If addressees do not fall under a category, address the memo to "Distribution." Figures 4-7 through 4-11 illustrate forms of addressees for all variations of multiple-addressee memos.

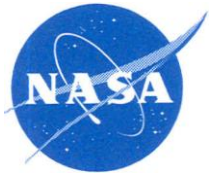
4.4.2. Original vs. Photocopy. When addressees are listed in the "TO:" line of a memo, send each individual an original memo with an original signature. If addressees are part of a distribution list, send each addressee a photocopy of the signed memo and retain the original in the official file.

4.4.3. Distribution List. Type the name of the specific group or "Distribution:" two typing returns below the signature block, the enclosure line, or the separate-cover listing line as applicable. Begin the list of all recipients directly beneath the heading. Single-space the list and arrange in alphabetical order by Center/Code (or organization), except when listing those names at the signer's Center first. When the list will not fit on the same page as the signature, type a separate page for the distribution list, or a dual-column list may be used. After the memo is signed, staple the list in front of the memo. See Figure 4-7.

- | |
|---|
| <i>a. It is not necessary to type "See List" when the distribution list will not fit on the same page as the signature. The "TO:" line directs the reader to find the distribution list.</i> |
| <i>b. Use initials in lieu of titles; i.e., first and second initials and last names.</i> |
| <i>c. The distribution list should always appear before the "cc:" list.</i> |
| <i>d. Distribution should be listed addressees in the following order: JSC, Headquarters, other NASA Centers (alphabetically), contractors (alphabetically), other individuals (alphabetically). See Figure 4-9B.</i> |

4.5 MEMORANDUM FOR THE RECORD

A memorandum for the record is an informal memo used to establish an official record of telephone conversations, meetings, conferences, or travel. See Figure 4.12.



4.5.1. The original is filed by the author for future reference; therefore, a "TO:" line is not required.

4.5.2. A "cc:" notation, as shown in Figure 4-12, names individuals who are to receive copies. All other rules for preparation of memos apply to this figure.

4.6 ENVELOPES AND MAILING

4.6.1. See Chapter 7: Envelopes and Mailing, for specific preparation instructions. Consult with your Center's Mail Manager for information on mailing services.

4.6.2. Do not type instructions on the memo indicating special handling or mailing services; e.g., Special Delivery, Certified, or Registered. Consult with your Center's Mail Manager for information on special mailing services.

Refer to JSC 26809, JSC Mail Services Guide.

National Aeronautics and
Space Administration
Headquarters
Washington, DC 20546-0001

(Center date)

Reply to Attn of: Office of Human Capital Management
(Three typing returns)

TO: Associate Administrator for Institutions and Management

FROM: Assistant Administrator for Human Capital Management

SUBJECT: Format for NASA Standard Memorandum
(Three typing returns)

This is the standard format used for preparing memos within NASA. Memos are typed in block style. The "Reply to Attn of:" line is the first line of the memo and establishes the top and left margins.

Use all caps to type TO, FROM, and SUBJECT. Double-space and align each

item. The use of titles is preferred; however, a full name is also acceptable.

If more than one line is required for the subject line, begin succeeding lines flush with the first character of the subject. If responding to a memo, use the same subject as the incoming memo. Spell out acronyms or abbreviations and follow them with the acronym in parentheses if they are used in the body of the memo. Capitalize the first letter of key words within the subject line. Do not use a salutation or complimentary close.

Vicki R. Black

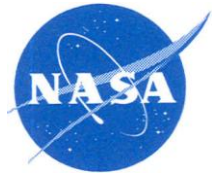
Enclosure

cc:

Management Systems Division/Ms. Flicker

Figure 4-1 Standard Memo

National Aeronautics and
Space Administration
Headquarters
Washington, DC 20546-0001



(Center date)

Reply to Attn of: **Office of Human Capital Management**
(Three typing returns)

TO: Deputy Administrator
THRU: Associate Administrator for Institutions and Management

FROM: Assistant Administrator for Human Capital Management

SUBJECT: "THRU" and "REF" Lines in Standard Memos

REF: (a) U.S. Government Correspondence Manual, February 2005
(b) NPR 1450.10D, January 2005

(Three typing returns)

This is an example of a one-paragraph memo that consists of less than 10 lines.

Note that it can be double-spaced. Use this format when "THRU" and "REF" lines are used.

Vicki R. Black

Enclosure

cc:
Management Systems Division/Ms. Flicker

Figure 4-2
One-Paragraph Memo with "THRU" and "REF" Lines

National Aeronautics and
Space Administration

Headquarters
Washington, DC 20546-0001



(Center date)

Reply to Attn of: Office of External Relations
(Three typing returns)

TO: Kennedy Space Center
Attn: Director

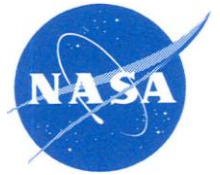
FROM: Chief of Strategic Communications

SUBJECT: Update of Planned Russian Attendance for STS-121 Launch
(Three typing returns)

This is an example of a standard memo from Headquarters to a Center.

Figure 4-3
Standard Memo from Headquarters to a NASA Center

National Aeronautics and
Space Administration
Headquarters
Washington, DC 20546-0001



(Center date)

Reply to Ann of: CN22 (This identifies a Center-specific code or organization.)
(Three typing returns)

TO: NASA Headquarters
Attn: Secretary to the Chief Financial Officer

FROM: CN22/Correspondence Program Manager

SUBJECT: Standard Memo
(Three typing returns)

This is an example of a memo from a Center to a Headquarters office.

*HQ letterhead used for illustrative purposes only. Of course, the Center will use its own letterhead.

Figure 4-4
Standard Memo from a NASA Center to Headquarters

National Aeronautics and
Space Administration
Headquarters
Washington, DC 20546-0001



(Center date)

Reply to Attn of: Office of Human Resources
(Three typing returns)

TO: Chair, Incentive Awards Board

FROM: Executive Secretary, Incentive Awards Board

SUBJECT: Designation of Expert Panel Members
(Three typing returns)

I request your approval of the nominations I received from the Incentive Awards Board members for individuals to serve on the expert panel for this year's honor awards nominations (see enclosure).

As soon as your response is received, I will send a formal notification memo to the approved panel members.

Antonio T. Rodriguez

Enclosure

Approval:

(Five typing returns)

James L. Hyde
Chair, Incentive Awards Board

(Date)

Figure 4-5
Memo Depicting an Approval Line

National Aeronautics and
Space Administration

Headquarters

Washington, DC 20546-0001



(Center date)

Reply to Attn of: Office of Institutions and Management
(Three typing returns)

TO: Officials-in-Charge of Headquarters Offices
Directors, NASA Centers

FROM: Associate Administrator for Institutions and Management

SUBJECT: 2006 Federal Savings Bond Campaign
(Three typing returns)

The 2006 Savings Bond Campaign begins next month. This year's theme is "U.S. Savings Bonds, A Great Way to Save." The purchase of Savings Bonds is an investment which helps promote personal savings and reduce the cost of Government financing. For this year, I have set a participation goal of 40 percent within NASA. I will be assigning a chairperson for this year's campaign within the next week and will provide that individual's contact information.

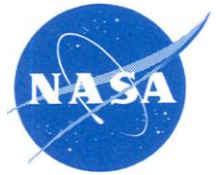
Your involvement in this program is appreciated.

Richard A. Millhouse

Figure 4-6
Multiple-Addressee Memo to Officials-in-Charge of Headquarters Offices and
Center Directors

National Aeronautics and
Space Administration

Headquarters



(Center date)

Reply to Attn of: Office of the Chief Education Officer
(Three typing returns)

TO: NASA Executive Resources Board Members

FROM: Chief of Strategic Communications

SUBJECT: Multiple-Addressee Memo to Specific Group
(Three typing returns)

When a memo is intended for a specific group of individuals, enter a categorical address on the "TO" line. Do not abbreviate or use acronyms in either the "TO" or "FROM" lines. Establish the use of the acronym by spelling it out first, followed by the acronym in parentheses, either in the "SUBJECT" line or the first time it is used in the text.

List all recipients at the bottom of the memo under the heading of the categorical address.

Richard A. Millhouse

NASA Executive Resources Board Members:
Office of Diversity and Equal Opportunity/Dr. Winns
Office of the General Counsel/Mr. Phillips
Office of Public Affairs/Mr. Morgan
Science Mission Directorate/Mr. Gilmore
GRC/Dr. Jackson
GSFC/Mr. Brewer
SSC/Mr. Hohl

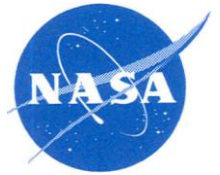
cc:
Office of the CIO/Ms. Davidian

Figure 4-7
Multiple-Addressee Memo to Specific Group

National Aeronautics and
Space Administration

Headquarters
Washington, DC 20546-0001

(Center date)



Reply to Attn of: Office of the Chief Education Officer
(Three typing returns)

TO: Distribution

FROM: Chief of Strategic Communications

SUBJECT: Multiple-Addressee Memo to Distribution
(Three typing returns)

When no categorical address can be identified, the "TO:" line should be addressed to "Distribution."

List all recipients at the bottom of the memo under a separate heading of "Distribution."

Richard A. Millhouse

Distribution:

Office of Diversity and Equal Opportunity/Dr. Morgan
Office of the General Counsel/Mr. Phillips
Office of Public Affairs/Mr. August
Science Mission Directorate/Mr. Gilmore
GRC/Dr. Johnson
GSFC/Mr. Olson
SSC/Mr. Orgeron

cc:
Office of the CIO/Ms. Davidian

Figure 4-8
Multiple-Addressee Memo to Distribution

National Aeronautics and
Space Administration

Headquarters
Washington, DC 20546-0001

(Center date)

Reply to Attn of: Space Operations Mission Directorate
(Three typing returns)

TO: Chief Safety and Mission Assurance Officer

Marshall Space Flight Center
Attn: DA01/Director

FROM: Associate Administrator for Space Operations Mission Directorate

SUBJECT: Multiple-Addressee Memo to Headquarters and Center from
Headquarters

(Three typing returns)

Use this format when addressing a memo to an individual at Headquarters and to an individual at a NASA Center.

Figure 4-9
Multiple-Addressee Memo to Headquarters and a NASA Center

National Aeronautics and
Space Administration
Lyndon B. Johnson Space Center
2101 NASA Road 1
Houston, Texas 77058-3696



(date is printed here)

Reply to Attn of :

WB-00-003

↵

↵

TO: Distribution

↵

FROM: AA/Director

↵

SUBJECT: Multiple Addressee Memo to Distribution

↵

↵

This memo is to help in the preparation of memos to distribution. The distribution list would not fit on the page. "Cc:" lists should always appear after the distribution list. Though it isn't necessary to further mention the distribution list on the signature page, we do show "cc: See List," so the recipient will know to look for the list of "cc's."

↵

The initiator line should be placed on the official file copy and all internal copies (always on GP44 and ECCO copies).

↵

Succeeding pages show the writer's code (letter number) with the page number at the right margin.

↵

The word "Distribution" is underlined and capitalized whereas "cc:" and "bcc:" are not.

↵

When the distribution, "cc's," and "bcc's" exceed the length of space available, they may be placed into columns. At the discretion of your organization authorities, the columns may run "newspaper" fashion (top to bottom) or be in sections together (see example at the "cc:" list).

↵

↵

↵

↵

Jefferson D. Howell, Jr.

↵

Enclosure

cc:

See List

↵

JSC Supplement to NPR 1450.10D
Figure 4-9A

JB/TIFiction:fit:8/2/00:77777 (shown on official file copy and internal file copies)

WB-00-003

2

↵

Distribution:

AC5/J. W. Young

EA/J. R. Jaax

NT225/Hernandez/J. P. Byard *(Hernandez employee at JSC mail code--JSC internal mail; use holey env.)*

SA/C. F. Sawin

ZR/D. C. Hess

HQ/M-7/N. B. Starkey

HQ/MO/R. L. Elsbernd

HQ/MO/S. R. Nichols

GRC/500-203/J. W. Dunning

KSC/MK/J. D. Halsell, Jr.

KSC/MK-SIO/R. L. Segert

KSC/PH/D. A. King

KSC/XA-D/J. H. Morgan ***

MSFC/EJ41/J. A. Jones

MSFC/FD01/A. Roth

USA/USH-601A/J. R. Eyman

Boeing/HS-42/J. Worley *(Boeing employee at contractor mail code—JSC internal mail; use holey env.)*

↵

Aerospace Corporation

USAF/SD/CLT

M5-568/Mr. W. E. Smith

Los Angeles, CA 90009-2957

↵

Mr. Brewster H. Shaw

*(Boeing employee using local off-site address; use official stationery envelope for postal service)*Boeing Space and Communications Group
mailing)

2100 Space Park Drive, HS-42

Houston, TX 77058

↵

cc:

EA/F. J. Benz

EV212/S. Gaudiano

SA/T. T. White

HQ/SSF/D. G. Bush

HQ/SSX/W. G. Davis

ARC/226-7/A. R. Kutler

GSFC/350.7/J. M. Bradford

GSFC/490.3/D. D. Sheppard

JPL/125-177/J. P. Jensen

JPL/405-13/R. A. Kline

JPL/601-18/I. M. Kline

KSC/NN/S. M. Francois

KSC/ST/J. J. Talone

LeRC/4000/C. E. Ballenger

LeRC/8500/B. L. Tyler

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Figure

↵

bcc:

(not shown on original)

BF/N. R. Cooper

KC/T. C. Redding

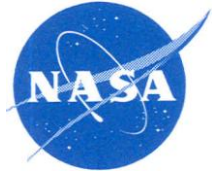
KC/R. L. Rowley

KM/T. G. Mancuso

JSC Supplement to NPR 1450.10D

Figure 4-9B

National Aeronautics and
Space Administration
Headquarters
Washington, DC 20546-0001



(Center date)

Reply to Attn of: **Space Operations Mission Directorate**
(Three typing returns)

TO: Goddard Space Flight Center
Attn: 151/Chief, Financial Management Division
201/Chief, Institutional Support Office
331/Chief, Facilities Division

FROM: Associate Administrator for Space Operations Mission Directorate

SUBJECT: Multiple-Addressee Memo to Center from Headquarters
(Three typing returns)

When a memo is addressed to no more than three individuals at the same NASA Center, list the individuals either alphabetically or numerically (single-space between addressees). If four or more individuals are being addressed, address the memo to "Distribution" as depicted in Figure 4-8.

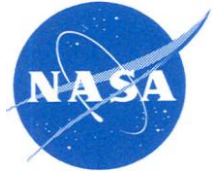
Figure 4-10
Multiple-Addressee Memo to Three Individuals Within a NASA Center

National Aeronautics and

Space Administration

Headquarters

Washington, DC 20546-0001



(Center date)

Reply to Attn of: Office of Institutions and Management
(Three typing returns)

TO: Associate Administrator for Exploration Systems Mission
Directorate
Associate Administrator for Science Mission Directorate
Associate Administrator for Space Operations Mission Directorate

FROM: Associate Administrator for Institutions and Management

SUBJECT: Multiple-Addressee Memo
(Three typing returns)

Memos may be addressed to up to three individuals within Headquarters or a NASA Center. If the number of addressees exceeds three, address the memo to "Distribution" as depicted in Figure 4-8.

Figure 4-11
Multiple-Addressee Memo not to Exceed Three Individuals Within
Headquarters

National Aeronautics and
Space Administration

Headquarters

Washington, DC 20546-0001

(Center date)

Reply to Attn of: **MEMORANDUM FOR THE RECORD**

(Three typing returns)

From March 8 through March 12, 2006, William F. Johnson may approve use of the autopen for the Administrator's correspondence.

Paul B. Richardson
Director, Flight Operations

cc:
Office of the Administrator/Ms. Cagle
Office of the Administrator/Ms. French
Office of the Administrator/Mr. Lee

Figure 4-12
Memorandum for the Record

CHAPTER 5: INFORMATION COMMUNICATIONS

5.1 GENERAL. Type or legibly handwrite and proofread information communications.

5.1.1. Routing slip. Use [NASA Form 26](#), NASA Routing Slip, to direct correspondence or other documents to one or more addressees within NASA.

- a. Brief, informal comments may be made on the routing slip, but DO NOT use for recording approvals, nonapprovals, or concurrences pertaining to attached documentation.
- b. Number the block to the left of the addressee's name to agree with the number of the action requested from items listed. A recipient may add addressee(s) to the slip.

CHAPTER 6: ELECTRONIC COMMUNICATIONS

6.1 GENERAL

For electronic communications, follow the tips from The Gregg Reference Manual (latest edition).

6.1.1. Keep e-mail messages as short as possible, ideally to one screen. Organize your sentences in short, single-spaced paragraphs.

6.1.2. One subject. Try to restrict each message to one subject. If you have several topics to cover, consider separate e-mails for each topic.

6.1.3. Do not use all capital letters in your messages. Follow the standard rules of capitalization.

6.2 ELECTRONIC MAIL COMMUNICATIONS

6.2.1. E-mail is an alternative communications tool to facilitate Government business. Attachments such as PDF-scanned, signed documents meet the definition of official correspondence and should be handled as such. If the cover e-mail contains information that should be managed as official correspondence, it should become part of the official record. Management procedures for handling electronic communications are defined in NPD 1440.6, NASA Records Management, and NPR 1441.1, NASA Records Retention Schedule. More specific policy, procedures, and guidelines for identifying and managing electronic communications are being developed by NASA's Office of the Chief Information Officer.

See the Information Resources Directorate Web Page on guidelines for e-mail retention, size, etc., at http://ird.jsc.nasa.gov/comp_serv/email/EmailPolicies.html.

6.2.2. Microsoft Outlook or Entourage are the electronic services (e-mail) used by NASA Headquarters. Each NASA Center has a postmaster who is responsible for the effective use of the e-mail system and for coordinating with the postmasters at the other NASA Centers.

6.2.3. Unclassified E-mail systems are not secure. Never use them to transmit classified information even if it is encrypted. However, sensitive, but unclassified, information may be sent by e-mail if it is encrypted.

Microsoft Outlook and Entourage are unclassified e-mail systems, even when encrypted.

6.2.4. Personalized signature blocks should reflect official business information; e.g., sender's name, title, organization, and telephone and fax numbers.

6.3 FACSIMILE (FAX)

6.3.1. Use facsimile transmissions to transmit time-critical, official business. Since faxing costs much more than ordinary mail services, fax only when necessary. After faxing, send the original correspondence for official record purposes. Fax classified information only from secure fax systems located at the Center's Security Office and some communications centers. It is also possible to use these secure systems to fax sensitive but unclassified information.

6.3.2. Lead Sheet for Fax Transmission. Use a lead sheet as the first page of transmissions outside NASA. Show both the sending and receiving Center's name in the "TO:" and "FROM:" lines. In addition to the names of the person(s) addressed and the telephone numbers, show both the sending and receiving fax numbers, voice numbers, and office mail codes (Centers) or suite numbers. Provide additional information concerning the message in the "TO:" section of the form. The office of primary responsibility for the transmission keeps the official file copy.

6.3.3. Page Size. Pages to be transmitted may be 8 1/2 by 11 inches to 8 1/2 by 16 1/2 inches.

6.3.4. Multiple Addressees. Fax machines are located in most NASA offices and are very efficient for sending time-critical information to one or more addressees. Every NASA Center has a Communications Center that has the capability of simultaneously sending documents to multiple addressees.

6.3.5. Approval. Transmissions of more than 50 pages may require the signature of a Branch Chief or higher level official and full justification in the body of the form.

6.4 OTHER TYPES OF COMMUNICATIONS SERVICES

6.4.1. Centers vary in their capabilities to provide additional types of electronic communications services. Each Center should make its users aware of these services which may include telex services.

6.4.1.1. Priority Letter. Laser-printed priority letters are delivered within 2 business days in the United States.

6.4.1.2. Telegram. Telegrams are delivered by telephone or printed copy in a few hours to any location within the Continental United States and to Canada.

6.4.1.3. Cablegram. Cablegrams are delivered overnight by printed copy to Hawaii and overseas locations. Send a cablegram to communicate with someone overseas who does not have a fax or telex.

6.4.1.4. Mailgram. Mailgrams are overnight letters you can send to anyone in the Continental United States, Puerto Rico, and Canada and are delivered with the next day's mail.

CHAPTER 7: ENVELOPES AND MAILING

*Refer to JSC 26809, “JSC Mail Services Guide” located at:
http://ird.jsc.nasa.gov/info_mgmt/mail/index.html*

7.1 GENERAL

7.1.1. This chapter explains how to address letter-sized envelopes and other mailers for unclassified correspondence

7.1.2. Use only Government-approved envelopes and mailers. All official Government mail must be placed in approved mailers, and all outgoing mail must be processed by a NASA Mail Center.

7.1.3. Do not use U.S. Postal Service (USPS) deposit boxes or USPS Centers to transmit official Government mail.

7.1.4. Obtain information for bulk or mass mailings and use of the NASA mailing permit indicia from your Center's Mail Manager.

7.1.5. Consult your Center's Mail Manager or mail handbook about types, costs, and restrictions for special mail services, including registered, certified, and express and expedited mailing or shipping requirements, bulk and mass mailings, and messenger services.

7.2 ENVELOPES

7.2.1. Use NASA-printed envelopes to send official mail through the USPS (via the NASA Mail Center) and to other NASA Centers.

7.2.2. Use preprinted NASA mailing labels on plain business and flat-sized envelopes and other mailers.

7.2.3. Use the smallest sized envelope necessary to reduce postage costs.

a. Letter-sized envelopes (4 1/8 x 9 1/2 inches). Fold from one to five pages of correspondence to a 1/4 inch maximum thickness.

b. Flat envelopes. Flat envelopes are rectangular in shape and exceed one or more of the maximum dimensions for letter-sized envelopes but do not exceed 15 inches in length, 12 inches in height, or 3/4 inches in thickness. The NASA standard flat-sized envelopes are brown, 9 1/2 x 12 inches, and brown, 10 x 12 inches. Use flat envelopes for

communications that cannot be folded or, if folded, will exceed the 1/4-inch maximum thickness permitted for letter-sized envelopes.

7.2.4. Do not use any other envelopes or mailers other than those described above. Consult with your Center's Mail Manager before using any other envelope or mailer to ensure they comply with NASA policy and USPS restrictions.

7.2.5. Do not use window envelopes to mail general correspondence. Window envelopes cannot be used to mail material that:

- a. contains national security information.
- b. is highly confidential to NASA or the addressee.
- c. is being sent registered mail via the USPS.
- d. is being sent to international addresses.
- e. is being sent to high-level officials in the Government or private sector.

7.2.6. Do not use staples to secure any size mailer, including padded mailers.

7.3 ADDRESS INFORMATION AND PLACEMENT

7.3.1. Addresses must include, at a minimum, the five-digit ZIP Code and, when available, ZIP Code + four digits.

The USPS Zip Code searchable database is located at http://www.framed.usps.com/ncsc/lookups/lookup_zip+4.html.

7.3.2. Place the address information on standard letter-sized envelopes within the automatic machine reading zone.

Refer to JSC 26809, "JSC Mail Services Guide," Exhibit 2.

7.3.3. Type, stamp, or machine print the address. Avoid script or other fancy font styles.

7.3.4. Use all uppercase letters. The USPS prefers no punctuation (except the hyphen in the nine-digit ZIP Code).

7.3.5. Use only the approved two-letter State abbreviations in addresses. Do not use these abbreviations in the body of the correspondence.

7.3.6. International Destinations: Place the name of the country on the last line in all-capital letters.

7.3.7. The mail code of the originating office (suite number for HQ mail) must be placed in the top left corner of the envelope or mailing label. This is a mandatory requirement and is used to identify items returned for nondelivery.

7.3.8. Avoid attention lines if possible. If one is necessary, placement must be on the first line of the address information.

7.3.9. The address information must be in proper sequence. Address information should be limited to five lines if possible. Examples:

NASA

DR DONALD HENRY
DIRECTOR
NASA AMES RESEARCH CENTER
MAIL STOP 200
MOFFETT FIELD CA 94035-1000

Industry

MR JOHN DOE
MGR ADVANCED PROGRAMS, ASTRONAUTICS DIV
LOCKHEED MISSILES AND SPACE COMPANY INC
1111 LOCKHEED HWY
SUNNYVALE CA 94089-3504

University

DR JOHN DOE
DEPARTMENT OF AERONAUTICS AND ASTRONAUTICS
MASSACHUSETTS INSTITUTE OF TECHNOLOGY
CAMBRIDGE MA 02139

Military

NAVAL AIR STATION
DEPARTMENT OF THE NAVY
PATUXENT RIVER MD 20670-5304

Foreign

MR THOMAS CLARK
117 RUSSELL DRIVE
LONDON WIP6HQ
ENGLAND

7.3.10. USPS-Approved State and Territories for Addresses. Use the following two-letter abbreviations typed in all caps with no punctuation:

Alabama	AL	Alaska	AK
Arizona	AZ	Arkansas	AR
California	CA	Colorado	CO
Connecticut	CT	Delaware	DE
District of Columbia	DC	Florida	FL
Georgia	GA	Guam	GU
Hawaii	HI	Idaho	ID
Illinois	IL	Indiana	IN
Iowa	IA	Kansas	KS
Kentucky	KY	Louisiana	LA
Maine	ME	Maryland	MD
Massachusetts	MA	Michigan	MI
Minnesota	MN	Mississippi	MS
Missouri	MO	Montana	MT
Nebraska	NE	Nevada	NV
New Hampshire	NH	New Jersey	NJ
New Mexico	NM	New York	NY
North Dakota	ND	Ohio	OH
Oklahoma	OK	Oregon	OR
Pennsylvania	PA	Puerto Rico	PR
Rhode Island	RI	South Carolina	SC
South Dakota	SD	Tennessee	TN

Texas	TX	Utah	UT
Vermont	VT	Virgin Islands	VI
Virginia	VA	Washington	WA
West Virginia	WV	Wisconsin	WI
Wyoming	WY		

CHAPTER 8: CLASSIFIED CORRESPONDENCE

8.1 GENERAL

8.1.1. In accordance with EO 12958, as amended, “Classified National Security Information and NPR 1600.1, Chapter 5, NASA Security Program Procedural Requirements, this chapter establishes the primary reference for preparing, marking, and handling classified correspondence and should be reviewed by all personnel dealing with classified information.

8.1.2. The Assistant Administrator (AA) for the Officer of Security and Program Protection (OSPP) is responsible for providing direction and oversight for an Agency-wide security classification management program. The Center Chief of Security (CCS) is responsible for providing guidance to individuals responsible for preparing classified information.

8.1.3. Anyone preparing classified correspondences must consult the CCS to receive authorization for preparing classified correspondences and to find out what equipment and storage containers are approved for classified processing and storage. All material and equipment used in the preparation of classified correspondences such as disk, hard drives, draft and source documents, and working papers should be marked with the appropriate classified cover page or stickers and secured in a General Services Administration (GSA)-approved security container or a designated Secure Area for the storage of classified information and material.

8.2 SECURITY CLASSIFICATION REMINDERS

8.2.1. Preparers of classified documents must comply with the following guidelines:

- a. Only individuals specifically authorized in writing by the OSPP may classify documents originally.
- b. Only individuals with the appropriate security clearance required by their work to restate classified source information may classify documents derivatively.
- c. There are three levels of classification, “TOP SECRET,” “SECRET,” and “CONFIDENTIAL.” Do not use other terms, such as “Official Use Only,” or “Administratively Confidential,” to identify Classified National Security Information (CNSI). NASA information that is SENSITIVE BUT UNCLASSIFIED (SBU) should be prepared in accordance with NPR 1600.1, Chapter 5, Information Communications, which deals with certain categories of unclassified information.
- d. Information shall not be classified for any reason unrelated to the protection of the national security.

- e. Classifiers are responsible for ensuring that information is appropriately classified and properly marked.
- f. To have access to classified information, a person must have a security clearance at an appropriate level, a signed nondisclosure agreement, and a “need-to-know.”
- g. Individuals who believe that information in their possession is inappropriately classified, or inappropriately unclassified, are expected to bring their concerns to the attention of responsible officials.
- h. “X1 through X8” are not approved markings for documents originally classified under EO 12958, as amended, and should not be contained in any originally classified documents on, or after, September 22, 2003.
- i. “OADR” is not an approved marking for documents originally classified under EO 12958, as amended, and should not be contained in any originally classified documents that have been created after October 14, 1995.

8.3 FORMAT AND MARKING OF ORIGINALLY CLASSIFIED DOCUMENTS

8.3.1. Except for marking requirements, prepare classified correspondence in the same format as unclassified correspondence. EO 12958, as amended, contains the essential markings required on every classified document which include:

- a. Portion marking.
- b. Overall classification.
- c. A “Classified by” line to include the identity, by name or personal identifier, and position of the original classifier, and if otherwise not evident, the agency and office of origin.
- d. A reason for classification.
- e. A “Declassify on” line which shall indicate one of the following, based on the sensitivity of the information in accordance with Sec. 2001.12 of ISOO Directive No. 1:
 - (1) A date or event less than 10 years from the date of the document; or, if unable to identify such a date or event;
 - (2) A date 10 years from the date of the document; or
 - (3) A date greater than 10 and less than 25 years from the date of the document;or
 - (4) A date 25 years from the date of the document.

Please refer to www.archives.gov/isoo/ “Marking Classified National Security Information Handbook May 2005” to receive detailed instructions on how to prepare classified documents and correspondence.

8.3.2. In addition to the three levels of classification, TOP SECRET, SECRET, and CONFIDENTIAL, there are certain caveats used with the classification level which subjects the information to other controls on its distribution and handling. For example, (TOP SECRET/NOFORN) marked on the document means the document is classified at the TOP SECRET level, and the information cannot be released to a Foreign National. A few of the most commonly used caveat markings are:

- a. NOFORN – Restricts access from Foreign Nationals.
- b. SCI – Sensitive Compartmented Information.
- c. CRYPTO – Cryptographic Material, which must be handled through special channels.
- d. CNWDI or N – Critical Nuclear Weapons Design Information.
- e. WNINTEL – Warning Notice – Intelligence Sources or Methods Involved.
- f. COMSEC – The protection of all elements of telecommunication, encryption, transmission, emissions, and the physical security of equipment and materials in the Communication Security area.

8.4 TRANSMISSION OF CLASSIFIED CORRESPONDENCE

8.4.1. The term “transmission” refers to any movement of classified material from one place to another. Classified material shall be transmitted either in the custody of an appropriately cleared individual, by an approved system, or by courier.

8.4.2. NPR 1600.1 provides detailed information on how classified information shall be handled within a NASA facility and outside NASA. Contact the CCS for information and assistance in preparing classified information for distribution.

8.4.3. Classified information traveling inside or outside a NASA facility shall be covered with the appropriate coversheet (Standard Form 703, 704, or 705), and a classified material receipt (NASA Form 387) must be attached to the document or the inner envelope and enclosed in a single opaque inner and outer envelope. The inner envelope shall be plainly marked on both sides with the assigned classification and addresses of both sender and addressee. The outer envelope shall be sealed with the address of both the sender and addressee with no identification of the classification level on the outer envelope.

8.4.4. TOP SECRET information shall only be transmitted by:

- a. Defense Courier Service (DCS).

- b. Department of State Courier System.
- c. Appropriately cleared NASA civilian personnel specifically designated as a courier.
- d. Telecommunications systems specifically approved for transmission of Top Secret material.

8.4.5. SECRET information shall be transmitted by:

- a. Approved methods for Top Secret with a few exceptions (see NPR 1600.1 for details).
- b. USPS registered mail within and between the 50 United States and its Territories.
- c. USPS Express Mail Service may be used between NASA units and contractors within and between the 50 United States and its Territories. USPS Express Mail is authorized only when it is the most cost-effective method or when time or mission constraints require it. The package shall be properly prepared for mailing. The USPS Express Mail envelope shall not serve as the outer wrapper. Under no circumstances shall the sender execute the “**WAIVER OF SIGNATURE AND INDEMNITY**” section of the USPS Express Mail label for classified material. This action can result in drop-off of a package without the receiver’s signature and possible loss of control.

8.4.6. Confidential information shall be transmitted by:

- a. Approved methods for Secret material transmission.
- b. Registered mail recommended but can be sent USPS First Class between NASA and other U.S. Government agency locations anywhere in the U.S. and its Territories. However, the outer envelope or wrapper of such Confidential material **shall be marked “FIRST CLASS” and endorsed “RETURN SERVICE REQUESTED.”**

NOTE: Before transmitting any classified material inside or outside a NASA facility, contact the Center Security Office or the Center Security Office Central Registry to ensure the document is appropriately accounted for before providing the information to another individual or agency.

APPENDIX A: ADMINISTRATOR'S CORRESPONDENCE PREPARATION AND CONTROL

See [Figure 3-9A](#) for JSC correspondence package assembly instructions.

Signature packages prepared for Office of the Director signature should include courtesy copies for IS44 and ECCO.

ECCO screens, controls, assigns, and distributes all correspondence addressed to or signed by officials in the Office of the Director. Each directorate, program, and project office has the following responsibilities:

- a. Review incoming suspense-controlled actions to ensure that the action has been assigned to the appropriate person or office.*
- b. Ensure that response deadlines are appropriate and are met.*
- d. Review signature packages to ensure that all the guidelines of this NPR and JSC Supplement have been met. This review includes ensuring concurrences are complete and the package is assembled correctly.*
- e. Hand-carry documents to ECCO for signature and retrieve documents when signed.*

1. Before preparing memos or letters for Principals of the Office of the Administrator, study the figures in this appendix. Prepare Administrator's correspondence in a clear, direct, and concise style and limit to one page if possible. If additional information is essential, develop it in an enclosure.

a. Letters. Prepare letters in the modified semiblock style, indenting paragraphs five spaces (see Appendix A, Figure A-1). Do not right-justify the margin.

b. Memos. Prepare memos in block style, following the general guidelines outlined in Chapter 4: Memorandums (see Figure A-2 of this appendix). Do not right-justify margins.

c. Approval Memos. When requesting approval of Principals of the Office of the Administrator, prepare a memo for the official's signature containing the proposed response. See Appendix A, Figure A-3.

d. White House and Congressional Correspondence. See Appendix B, White House and Congressional Correspondence.

2. Stationery. Use Office of the Administrator's letterhead for preparing letters and memos for the signature of Principals of the Office of the Administrator. Administrator's letterhead is available from the GSFC Supply Center through designated organization-specific authorizing officials (usually the lead secretary of the organization). It may also be obtained from the Executive Secretariat (limited amount).
3. Font. Times New Roman 12 is the preferred font.
4. Reply to Attn of: line. The Administrator's letterhead does not contain a "Reply to Attn of:" line. Do not show the originating office on either original memos or letters.
5. Date. Leave blank. The Executive Secretariat will date the correspondence after signature.
6. Salutation. Appendix E lists models of addresses, including proper salutations. For addresses not listed, or if in doubt as to proper salutation or complimentary close, contact the Executive Secretariat.
7. Complimentary Close and Signature Block on Letters. Type the complimentary close and signature block beginning at the center of the page. Refer to Signature Blocks of this Appendix and also Figure A-1. These examples indicate the proper complimentary close and signature blocks for officials in the Office of the Administrator.
8. Distribution of Copies. Keep reproduction and distribution of information copies to the minimum required.
 - a. Courtesy Copies (cc). Type cc's on the original only when it is necessary for the recipient of the letter to know who received copies. After signature, the Executive Secretariat will return a photocopied original to the Action Office for distribution to cc's, or if no cc's are required, this photocopy will serve as a record of the signature for the action office.
 - b. Blind Courtesy Copies (bcc). Type bcc's on file copies only. The bcc's include all concurring officials and individuals who received a copy of the incoming document. After obtaining signature, the Executive Secretariat will return a file copy to the preparing office for reproduction and internal NASA distribution.
9. Administrator's Control Number and Suspense Date. Show the Administrator's control number and suspense date on all file and internal information copies (bcc's). Do not include any of this identifying information on cc's or copies going outside NASA.
10. Identification of Office, Writer, and Typist. Example:

[Office of the General Counsel/RFJones:pld:12/12/05:4831](#)

If rewritten or retyped:

Office of the General Counsel/RFJones:pld:12/12/04:4831

Rewritten: Office of the General Counsel/JLSmith:ofb:1/4/05:3675

Retyped: Office of the General Counsel/RFGarcia:pld:1/7/05:3675

11. Action Document Summary (ADS).

a. NHQ Form 117, Action Document Summary, summarizes important aspects of the letter or memo submitted for signature. The original ADS will be retained by the Executive Secretariat, and a copy will be returned to the originator.

b. ADS guidelines:

(1) Type legibly (neat corrections are acceptable).

(2) Type on the original form or on a reproduced copy.

(3) Limit to one page. If it is necessary to use two pages, use plain bond for the second page.

(4) Write in active voice.

12. Assembly for Signature.

a. When the letter is ready for final review and signature, assemble it as outlined below.

b. The following mandatory supplies should be in good condition:

(1) One purple folder (to be used only for signature packages for the Office of the Administrator).

(2) ADS, NHQ Form 117.

(3) Signature and Incoming Tab, NASA Form 422.

(4) Concurrence and Background Tab, NASA Form 423.

(5) Enclosure(s) Tab, Form 1658.

(6) Executive Correspondence Cover.

(7) Four binder clips.

For instructions to assemble signature packages containing directives, [Click Here](#)

c. Include preaddressed envelopes (appropriate size) in the package. Address envelopes properly with office names and suite numbers of signer indicated in the top left corner.

d. If the letter has enclosures, attach an extra set to the official file copy.

13. Routing. The action office is responsible for hand-carrying Administrator's signature packages between all offices for concurrences and, ultimately, to the Executive Secretariat. The package should not remain in any one office for more than 24 hours and should reach the Executive Secretariat five days prior to the due date.

14. Control of Office of the Administrator's Correspondence. The Executive Secretariat screens, controls, assigns a control number, and distributes all correspondence addressed to or signed by officials in the Office of the Administrator. Each Headquarters office has the following responsibilities:

- a. Maintaining the control system for flow of the Office of the Administrator correspondence.
- b. Reviewing incoming documents to ensure that action has been assigned to the appropriate person or office.
- c. Ensuring that response deadlines are appropriate and are met.
- d. Reviewing the signature package to ensure that all the guidelines of this appendix have been met.
- e. Hand-carrying documents to the Executive Secretariat for signature and dispatch.

15. Coordination of Assigned Actions.

- a. Reassigning an Action. If an action has been incorrectly assigned, contact the organization-specific analyst in the Executive Secretariat immediately to determine proper action reassignment. The action transfer can then be coordinated by the respective CCLs.
- b. Extending or Canceling Suspense Requirements. Immediately upon receipt, review the action document to determine if the due date can be met. If an extension is required, notify the Executive Secretariat.
- c. Preparing an Interim Reply. Whenever a delay in responding to incoming correspondence is anticipated, prepare an interim reply from the appropriate official, acknowledging receipt of the correspondence and stating when a final reply can be expected. A copy of the interim reply must be furnished to the Executive Secretariat prior to the expiration of the original due date.
- d. Handling by Telephone. When a reply to correspondence is handled by a telephone conversation, forward a routing slip (NASA Form 26) or e-mail your analyst stating the following: "Handled by telephone conversation between (NASA official) and (addressee) on (date)," then give a brief summary of the telephone conversation.

e. Requesting Change in Designation of Signing Official. If a reply should be signed by an official outside the Administrator's office (e.g., head of a Headquarters office), request a change of signature level from the Executive Secretary in writing or by telephone. Follow up by providing a copy of the signed correspondence with the Administrator's identifying control number to the Executive Secretariat. The Action Office prepares and sends all required copies.

16. Signature Blocks.

The following examples show the content and placement of signature blocks:

Principal

Administrator

Complimentary Close/Signature Block

Sincerely,

(insert current
incumbent's name)

Administrator

Sincerely,

Deputy Administrator

(insert current
incumbent's name)
Deputy Administrator

National Aeronautics and
Space Administration
Office of the Administrator
Washington, DC 20546-0001



(Executive Secretariat will date after signature is obtained.)

Mr. Walter J. Smith
President
Smith Electrical Company
San Diego, CA 92135

Dear Mr. Smith:

This is an example of a personalized letter for signature by Principals of the Office of the Administrator. Use Administrator's letterhead. Type the letter single-spaced in Times New Roman 12 pitch. Do not right-justify the margin.

Set the left margin in line with the NASA letterhead. Type the address at the left margin three spaces below the last line of the NASA address. Begin the complimentary close and signature block in the center of the page.

Limit correspondence to one page if possible. If additional information is essential, develop an enclosure.

Sincerely,

Phillip D. Gordon
Administrator

Enclosure

Figure A-1
Administrator's Standard Letter



National Aeronautics and
Space Administration

Office of the Administrator

Washington, DC 20546-0001

(Executive Secretariat will date after signature is obtained.)

TO: Officials-in-Charge of Headquarters Offices
Directors, NASA Centers

FROM: Administrator

SUBJECT: Administrator's Standard Memo

Use the standard memo format.

Phillip D. Gordon

Enclosure

Figure A-2
Administrator's Standard Memo

National Aeronautics and
Space Administration



Office of the Administrator

Washington, DC 20546-0001

(Executive Secretariat will date after signature is obtained.)

TO: Associate Administrator for Exploration Systems Mission
Directorate

FROM: Administrator

SUBJECT: Administrator's Approval Memo

Your request to hold the Exploration Systems Mission Directorate's Career Development Day a week early is approved.

Phillip D. Gordon

Figure A-3
Administrator's Approval Memo

APPENDIX B: WHITE HOUSE AND CONGRESSIONAL CORRESPONDENCE

The JSC recipient of any White House or Congressional communication (including facsimile transmissions, e-mail, or verbal requests), which does not appear to have been incorporated into the suspense control system, is required to notify the ECCO immediately. The action will then be incorporated into the control system and appropriate individuals and organizations are notified. Contact ECCO for questions regarding extensions or rerouting of suspenses.

Follow JPR 1450.5, "Handling Incoming Mail, Suspense-Controlled Actions, and White House, Congressional, and Foreign National Correspondence," when responding to White House and Congressional Correspondence. HQ requires a 5-day (5 working days) turnaround on these actions, unless another time period is indicated in the correspondence.

1. White House Referral Mail.

a. Mail referred from the White House requires a direct reply to the writer which should begin as follows: "Thank you for your correspondence of (cite date), to President (name) concerning. . . ." If the correspondence is addressed to the First Lady or the Vice President, substitute their proper forms of address. White House correspondence must be acknowledged within 15 to 25 business days, depending on the subject, unless a different time period is indicated.

b. White House referrals must be signed by the appropriate Assistant or Associate Administrator or designee.

c. Provide the Executive Secretariat with two copies of the signed original for appropriate processing.

2. Congressional Correspondence.

a. The Office of Legislative Affairs manages correspondence from the Congress and state and local governments as instructed by NPR 1450.4, Handling Congressional Correspondence and Information Concerning Congressional Activities.

b. Correspondence for signature by the Principals of the Office of the Administrator must be reviewed by the Executive Secretariat.

See Figure B-1 for guidelines on preparing draft response packages to congressional inquiries forwarded to JSC from the Office of Legislative Affairs (prepared for Headquarters signature).

See Figure B-2 for guidelines on preparing responses to congressional inquiries addressed directly to personnel at JSC (prepared for JSC Center Director signature).

Draft Congressional Responses for Headquarters Signature**Assemble the package as follows:**

- “Original” draft—center the word “DRAFT” at the top of the document
- Enclosure(s)
- Concurrence tab
- Official file copy—concurrence blocks marked for AC/LVK, AB/RDC, and AA/MLC
- Incoming tab
- Incoming action
- Background tab (if necessary)
- Background information
- Preparing organization copies
- Copies for IS44 and ECCO—write the suspense control number in the upper right corner

Use the following format for the inside address and salutation:**To Senators:**

The Honorable Phil Gramm
United States Senate
Washington, DC 20510

Dear Senator Gramm:

To Representatives:

The Honorable Ralph M. Hall
House of Representatives
Washington, DC 20515

Dear Mr. Hall:

The standard introductory sentence will read:

Thank you for your May 11, 2006, inquiry on behalf of George Henry (the constituent’s name and company, if applicable) regarding the upcoming flight of Columbia (a brief description of the concern).

The standard closing sentence will read:

We appreciate your interest in this matter and trust this will enable you to respond to Mr. Henry (the constituent’s name).

Sincerely,

(no signature block)

Enclosure (if applicable)

Congressional Responses for JSC Center Director Signature**Assemble the package as follows:**

- “Original” prepared on JSC blue meatball letterhead for the Center Director’s signature
- Enclosure(s)
- Concurrence tab
- Official file copy—concurrence block marked for AC/LVK and AB/RDC
- Incoming tab
- Incoming action
- Background tab (if necessary)
- Background information
- Preparing organization copies
- Copies for IS44 and ECCO—write the suspense control number in the upper right corner

Use the following format for the inside address and salutation:**To Senators:**

The Honorable Phil Gramm
United States Senate
Washington, DC 20510

Dear Senator Gramm:

To Representatives:

The Honorable Ralph M. Hall
House of Representatives
Washington, DC 20515

Dear Mr. Hall:

The standard introductory sentence will read:

Thank you for your May 11, 2006, inquiry on behalf of George Henry (the constituent’s name and company, if applicable) regarding the upcoming flight of Columbia (a brief description of the concern).

The standard closing sentence will read:

We appreciate your interest in this matter and trust this will enable you to respond to Mr. Henry (the constituent’s name).

Sincerely,

Michael L. Coats
Director

Enclosure (if applicable)

JSC Supplement to NPR 1450.10D
Figure B-1

APPENDIX C: PRIVACY ACT CORRESPONDENCE

1. General.

a. Privacy Act Correspondence must be safeguarded as prescribed by NPD 1382.17, NASA Privacy Policy.

b. Correspondence falls within the purview of the Privacy Act if it contains any item, collection, or grouping of information about an individual, including, but not limited to, the individual's education, financial transactions, medical history, and criminal or employment history, and if it contains the individual's name or an identifying number (such as a social security number), symbol, or other identifying particular assigned to the individual, such as a fingerprint, voiceprint, or photograph. "Individual" means a citizen or permanent resident of the United States. The following documents contain Privacy Act information:

The NASA Form 1534 should protect all copies of correspondence that contain Privacy Act information, including official file copies and courtesy copies. Folders within filing cabinets should indicate that Privacy Act information is enclosed.

SF 171, Personal Qualifications Statement

SF 52, Request for Personnel Action

SF 50, Notification of Personnel Action

Financial Statements

Pay Statements

c. Correspondence containing any item of information, as described in paragraph 2 of this appendix, which is removed from a system of records not under the control of a system manager or an authorized representative, is to be prominently identified as a record(s) protected by the Privacy Act. Use NASA Form 1534 as a cover sheet for the correspondence. If NASA Form 1534 is unavailable, identify the records as being protected by the Act by using the wording in NASA Form 1534.

The JSC Form 589, "Management Document Cover," should protect correspondence sensitive in nature but not containing Privacy Act information (as described above) or classified information. Contractor personnel (excluding temporary secretarial personnel tasked to handle JSC documents) should not handle correspondence of this nature.

2. Transmitting Privacy Act Correspondence.

- a. Within NASA Center distribution channels, seal information in a single envelope or package reflecting the addressee by title and the return address, and mark it--

"TO BE OPENED BY ADDRESSEE ONLY"

- b. Send information between NASA Centers in a single sealed envelope, and mark it as in subparagraph above.

- c. Send information between other Government agencies and non-Government agencies via the USPS in a sealed inner and outer envelope, reflecting the addressee by title, and mark the return address on both envelopes. Additionally, the inner envelope must be marked--

"TO BE OPENED BY ADDRESSEE ONLY"

3. Destroying Privacy Act Correspondence.

Forward Privacy Act material to your Center's mail center in a plain brown wrapper or burn bag for shredding or burning. Check NPR 1441.1D, NASA Records Retention Schedules, before destroying.

APPENDIX D: FOREIGN CORRESPONDENCE

Refer to NPR 1371.2, Appendix A, for designated countries that require coordination through the Office of External Relations. See the Office of External Relations listing of international partners that do not require coordination to transmit correspondence. Scientist-to-Scientist correspondence may be transmitted directly between members of the various disciplines within the Free World. Contact ECCO for coordination with the Headquarters Office of External Affairs. See JPR 1450.5, "Incoming Mail Handling, Suspense Control, and Special Handling of White House, Congressional, and Foreign National Correspondence."

1. General.

Due to political sensitivities and concerns regarding potential technology transfer, NASA policy requires special handling of all official correspondence to designated areas.

a. The list of designated countries and guidelines for transmitting correspondence to the Office of External Relations, NASA Headquarters for review are provided periodically in the form of a memorandum to NASA Officials-in-Charge of Headquarters Offices and Directors of NASA Centers.

b. All correspondence to designated areas requires the concurrence of the Office of External Relations.

2. Format.

Prepare correspondence for individuals overseas in the standard business-letter style.

3. Address.

The country name is the official name; e.g., Federal Republic of Germany, not West Germany. The Office of External Relations can provide official country names.

4. Avoid Jargon.

Avoid using U.S. jargon and acronyms, which may not be familiar to non-U.S. personnel.

5. Coordination with Headquarters.

Transmit all correspondence with non-NASA U.S. Embassy personnel through the Office of External Relations.

6. Capitalization.

Capitalize the country name in the inside address. However, USPS policy requires that the name of the country be in all-capital letters and appear on the last line of the address information on the envelope or mailer.

APPENDIX E: FORMS OF ADDRESSES

Remember to spell out all titles in the address except “Dr.,” “Mr.,” “Mrs.,” and “Ms.” Refer to Figure E1 for a list of Headquarters Office Titles.

1. General.

The forms of address in this appendix are the conventional forms as determined by social and official custom. Since address forms may vary in certain instances, it is important to consult the rules as they appear in the listing in this appendix.

2. Titles of Addressees.

- a. "The Honorable" is a title used to address current and former officials; e.g., Presidential appointees, Federal and state elected officials, and mayors. "Honorable" is not used by itself. "The Honorable" is not used before a last name alone. When appearing within the text of a letter or other communication, "the" is not capitalized.
- b. "The Honorable" may be replaced by a title such as "Dr." or "General," but it is not used in combination with another title.
- c. After leaving a titled position, an individual may opt to retain that distinctive title ("Judge," "General," or "The Honorable") throughout his or her lifetime.

3. Abbreviation of Titles and Degrees.

- a. With the exceptions of "Mr./Ms./Dr.," do not abbreviate titles preceding full names in an address. Long titles such as "Lieutenant Colonel" and "Brigadier General" may be abbreviated for the sake of balance and appearance in the address when necessary; e.g., Lt. Colonel John L. Smith. Note that the basic rank is not abbreviated. The salutation should read, "Dear Colonel Smith."
- b. Abbreviate designations of degrees, religious and fraternal orders, and military service branch titles after a name. Type the initials of a degree or order with periods but no spaces between them. Type military service designations in capital letters without periods.
- c. Do not use scholastic degrees in combination with complimentary titles of address or with military service ranks, except in the case of "The Reverend." When a name is followed by abbreviations, their sequence is as follows: religious orders first, theological degrees, academic degrees earned in course, and honorary degrees in order of the bestowal. Using more than two degrees is unnecessary. Examples:

John Doe, D.D., D.Lit.

Patricia Smith, M.D.

Henry Brown, LL.D., Ph.D.

Lt. Colonel Mary Hill, USAF
The Reverend George Green, D.D.

4. Spouse of Distinguished Individual.

a. An individual does not share a spouse's official title and, therefore, should be addressed individually by his or her own appropriate title and last name.

The American Ambassador and Mrs. Doe

b. In cases of the titled spouse being a female, the following rule applies:

Justice Sandra Morgan and Mr. Morgan

c. Not all married women use their husband's name, especially if they use another name professionally.

Senator Diane Strickland and Mr. Richard Blum

The Honorable Patrick Reed and Ms. Brooke Saxon

The forms of address listed in this appendix are the conventional forms of address as determined by social and official custom. The style of salutation and complimentary close is informal.

Addressee	Address	Salutation and Complimentary Close
THE WHITE HOUSE		
The President	The President The White House Washington, DC 20500	Dear Mr./ Madam President: Respectfully,
Spouse of the President	Mrs., Mr. (full name) The White House Washington, DC 20500	Dear Mrs./ Mr. (surname): Sincerely,
Assistant to the President	The Honorable (full name) Assistant to the President Executive Office of the President Washington, DC 20500	Dear Mr./ Mrs./ Miss/ Ms. (surname): Sincerely,
Former President	The Honorable (full name) (local address) (ZIP Code)	Dear President, Madam President (surname): Sincerely,
The Vice President	The Vice President United States Senate Washington, DC 20510	Dear Mr./ Madam Vice President: Sincerely,
	The Honorable (full name) The Vice President of the United States Washington, DC 20501	Dear Mr./ Madam Vice President: Sincerely,
Former Vice President	The Honorable (full name) (no title) (local address) (ZIP Code)	Dear Mr./ Mrs./ Miss/ Ms. (surname) Sincerely,
Director, Office of Management and Budget	The Honorable (full name) Director Office of Management and Budget Executive Office of the President Washington, DC 20503	Dear Mr./ Mrs./ Miss/ Ms. (surname) Sincerely,

Addressee	Address	Salutation and Complimentary Close
	The Honorable (full name) Director Office of Science and Technology Policy Executive Office of the President Washington, DC 20500	Dear Mr./ Mrs./ Miss/ Ms (surname) Sincerely,
THE FEDERAL JUDICIARY		
The Chief Justice	The Chief Justice The Supreme Court of the United States Washington, DC 20543	Dear Chief Justice: Sincerely,
Associate Justice	Justice (surname) The Supreme Court of the United States Washington, DC 20543	Dear Justice (surname): Sincerely,
The Clerk of the Supreme Court	The Clerk of the Supreme Court The Supreme Court of the United States Washington, DC 20543	Dear Mr./ Mrs./ Miss/ Ms. (surname): Sincerely,
THE CONGRESS		
President of the Senate	The Honorable (full name) President of the Senate Washington, DC 20510	Dear Mr./ Madam President: Sincerely,
President of the Senate Pro Tempore	The Honorable (full name) President Pro Tempore United States Senate Washington, DC 20510	Dear Mr./ Madam President: Sincerely,
Speaker of the House of Representatives	The Honorable (full name) Speaker of the House of Representatives Washington, DC 20515	Dear Mr./ Madam Speaker: Sincerely,
Majority Leader or Minority Leader United States Senate	The Honorable (full name) Majority or Minority Leader United States Senate Washington, DC 20510	Dear Mr./ Madam Leader: Sincerely,

Addressee	Address	Salutation and Complimentary Close
United States Senator	The Honorable (full name) United States Senate Washington, DC 20510 or The Honorable (full name) United States Senator (Congressional District office address) (City), (State) (ZIP Code)	Dear Senator (surname): Sincerely,
Majority Leader or Minority Leader	The Honorable (full name) Majority or Minority Leader House of Representatives Washington, DC 20515	Dear Mr., Madam Leader: Sincerely,
United States Representative	The Honorable (full name) House of Representatives Washington, DC 20515 or The Honorable (full name) Member, U.S. House of Representatives (local address) (ZIP Code)	Dear Mr./ Mrs./ Miss/ Ms. (surname): or Dear Congresswoman (surname): Sincerely,
Committee Chair Chairman, Chairwoman Chair	The Honorable (full name) Chairman, Committee on (name) United States Senate Washington, DC 20510 or The Honorable (full name) Chair Committee on (name) House of Representatives Washington, DC 20515	Dear Mr. Chairman/ Madam Chairwoman/: Chair: Sincerely, Dear Mr. Chairman/ Madam Chair: Sincerely,
Subcommittee Chairman Chair	The Honorable (full name) Chairman, Subcommittee on (name of parent Committee) United States Senate Washington, DC 20510 or The Honorable (full name) Chair, Subcommittee on (name) (name of parent Committee) House of Representatives Washington, DC 20515	Dear Mr. Chairman/Madam Chair: Sincerely,

Addressee	Address	Salutation and Complimentary Close
Joint Committee Chairman	The Honorable (full name) Chairman (Chair) Joint Committee on (name) Congress of the United States Washington, DC (ZIP Code)	Dear Mr. Chairman/ Madam Chair: Sincerely,
Senator-elect	The Honorable (full name) United States Senator-elect or	Dear Senator-elect (surname): Sincerely,
Representative-elect	Representative-elect (address, if known) or Care of the United States Senate or House of Representatives	Dear Congressman-elect: (surname): Sincerely,
Office of a Deceased Senator	Office of the late Senator (full name) United States Senate Washington, DC 20510 or	*Sir: or Madam: Senator Sincerely,
Representative	Office of the late Representative* (full name)House of Representatives Washington, DC 20515	
Chaplain of the United States Senate	The Reverend (full name) Chaplain of the United States Senate Washington, DC 20510 or	Dear Mr./ Mrs./ Miss/ Ms. (surname):** Sincerely,
House of Representatives	The Reverend (full name) Chaplain of the House of Representatives Washington, DC 20515	
Secretary of the United States Senate	The Honorable (full name) Secretary of the Senate United States Senate Washington, DC 20510	Dear Mr./ Mrs./Miss/ Ms. (surname) Sincerely,
Clerk of the House	The Honorable (full name) Clerk of the House of Representatives House of Representatives Washington, DC 20515	Dear Mr./ Mrs./ Miss/ Ms. (surname) Sincerely,

*If the name of the late Senator's or Representative's secretary or administrative assistant is known, the letter may be addressed to that person by name.

**The title is Mr. or Dr., as appropriate. Reverend is not used with the surname alone.

Addressee	Address	Salutation and Complimentary Close
Resident Commissioner	The Honorable (full name) Resident Commissioner from Puerto Rico House of Representatives Washington, DC 20515	Dear Mr./ Mrs./ Miss/ Ms. (surname) Sincerely,
Delegate	The Honorable (full name) Delegate from (location) House of Representatives Washington, DC 20515	Dear Mr./ Mrs./ Miss/ Ms. (surname) Sincerely,
Comptroller General	The Honorable (full name) Comptroller General of the United States General Accounting Office Washington, DC 20548	Dear Mr./ Mrs./ Miss/ Ms. (surname) Sincerely,
Librarian of Congress	The Honorable (full name) Librarian of Congress Library of Congress Washington, DC 20540	Dear Mr./ Mrs./ Miss/ Ms., (surname) Sincerely,
Public Printer	The Honorable (full name) Public Printer Government Printing Office Washington, DC 20401	Dear Mr./ Mrs./ Miss/ Ms., (surname) Sincerely,

EXECUTIVE DEPARTMENTS AND INDEPENDENT AGENCIES

Cabinet Members	The Honorable (full name) Secretary of the Interior* Washington, DC 20240	Dear Mr., Madam Secretary:* Sincerely,
	The Honorable (full name) Attorney General of the United States Department of Justice Washington, DC 20530	Dear Mr., Madam Attorney General: Sincerely,
Deputy Secretaries, Assistant Secretaries, Under Secretaries	The Honorable (full name) Deputy Secretary of Energy Washington, DC 20585	Dear Mr., Mrs., Miss, Ms. (surname): Sincerely,
	The Honorable (full name) Assistant Secretary, Legislative Affairs Department of Defense Washington, DC 20301	
	The Honorable (full name) Under Secretary of Housing and Urban Development Washington, DC 20410	

*If the official is in an acting capacity, add "Acting" before the title (e.g., Acting Secretary of the Interior), and the salutation remains the same (e.g., Dear Mr. Secretary:).

Addressee	Address	Salutation and Complimentary Close
Postmaster General	The Honorable (full name) Postmaster General United States Postal Service Washington, DC 20260	Dear Mr./Madam/ Postmaster General: Sincerely,
Head of a Independent Agency, Authority, or Board	The Honorable (full name) (Title) (Agency name) (address) (City) (State) (ZIP Code)	Dear Mr./ Mrs./ Miss/ Ms. (surname) Sincerely,
Head of a Major Organization within an Agency, if a Presidential Appointee	The Honorable (full name) Under Secretary/Administrator National Oceanic and Atmospheric Administration Department of Commerce Washington, DC 20230	Dear Mr./ Mrs./ Miss/ Ms. (surname): Sincerely,
Secretary of the Navy Secretary of the Army Secretary of the Air Force	The Honorable (full name) Secretary of the (Navy, Army, Air Force) Department of Defense The Pentagon Washington, DC (ZIP Code)	Dear Mr./ Madam Secretary: Sincerely,
Chairman of a Commission or Board	The Honorable (full name) Chairman Federal Trade Commission Washington, DC 20580	Dear Mr./ Madam Chairman Sincerely,
AMERICAN MISSIONS		
American Ambassador	The Honorable (full name) American Ambassador (City), (Country)	Dear Mr./ Madam Ambassador: Sincerely,
American Consul General or American Consul	The Honorable (full name) American Consul General (or American Consul) (City), (Country)	Dear Mr./ Mrs./ Miss/ Ms. (surname): Sincerely,
Personal (Special) Representative of the President	The Honorable (full name) Personal Representative of the President of the United States of America to (country) (address) (City, State/Country)	Dear Mr./ Mrs./ Miss/ Ms. (surname): Sincerely,

Addressee	Address	Salutation and Complimentary Close
INTERNATIONAL DIPLOMATIC MISSIONS/ORGANIZATIONS		
Foreign Ambassador in the United States	His (Her) Excellency (full name) Ambassador of (country) (local address) (ZIP Code)	Dear Mr./ Madam/ Ambassador: Sincerely,
United States Representative to the United Nations or Organization of American States	The Honorable (full name) United States Representative to the United Nations (or Organization of American States) (local address) (ZIP Code)	Dear Mr./ Madam/ Ambassador: Sincerely,
Foreign Minister in the United States (Head of a Legation)	The Honorable (full name) Minister of (country) Washington, DC (ZIP Code)	Dear Mr./ Madam/ Minister: Sincerely,
Foreign Minister Counselor in the United States	The Honorable (full name) Minister Counselor Embassy of (country) Washington, DC (ZIP Code)	Dear Mr./ Madam Minister: Sincerely,
STATE AND LOCAL GOVERNMENTS		
Governor	The Honorable (full name) Governor of (State) (City), (State) (ZIP Code)	Dear Governor (surname): Sincerely,
Lieutenant Governor	The Honorable (full name) Lieutenant Governor of (State) (City), (State) (ZIP Code)	Dear Mr./ Mrs./Miss/ Ms. (surname): Sincerely,
State Senator	The Honorable (full name) (State) Senate (City), (State) (ZIP Code)	Dear Mr./ Mrs./ Miss/ Ms. (surname): Sincerely,
State Representative, Assemblyman, or Delegate	The Honorable (full name) (State) House of Representatives (or Assembly or House of Delegates)* (City), (State) (ZIP Code)	Dear Mr./ Mrs./ Miss/ Ms. (surname): Sincerely,
<p>*In most States, the lower branch of the legislature is the House of Representatives. In States, such as California, New York, New Jersey, Nevada, and Wisconsin, the lower house is known as the Assembly. In others, such as Maryland, Virginia, and West Virginia, it is known as the House of Delegates. Nebraska has a one-house legislature; its members are designated as Senators.</p>		

Addressee	Address	Salutation and Complimentary Close
Mayor	The Honorable (full name) Mayor of (name of city) (City), (State) (ZIP Code)	Dear Mayor (surname): Sincerely,
President of a Board of Commissioners	The Honorable (full name) President Board of Commissioners of (name of city) (City), (State) (ZIP Code)	Dear Mr./ Mrs./ Miss/ Ms. (surname): Sincerely,
CHURCH OFFICIALS		
Minister Pastor Rector (with doctoral degree)	The Reverend (full name, degrees) (address) (City), (State) (ZIP Code)	Dear Dr. (surname): Sincerely,
Minister Pastor Rector (without doctoral degree)	The Reverend (full name) (name of church) (address) (City), (State) (ZIP Code)	Dear Mr./ Mrs./ Miss/ Ms. (surname): Sincerely,
Presiding Episcopal Bishop	The Most Reverend (full name, degrees) Presiding Bishop of the Episcopal Church (address) (City), (State) (ZIP Code)	Dear Bishop (surname): Sincerely,
Episcopal Bishop	The Right Reverend (full name, degrees) Bishop of (diocese) (address) (City), (State) (ZIP Code)	Dear Bishop (surname): Sincerely,
Episcopal Dean	The Very Reverend (full name, degrees) Dean of (church) (address) (City), (State) (ZIP Code)	Dear Dean (surname): Sincerely,
Methodist Bishop	The Reverend (full name, degrees) Methodist Bishop (address) (City), (State) (ZIP Code)	Dear Bishop (surname): Sincerely,

Addressee	Address	Salutation and Complimentary Close
Mormon Bishop	Mr. (full name) The Church of Jesus Christ of Latter-Day Saints (City), (State) (ZIP Code)	Dear Mr. (surname): Sincerely,
Catholic Cardinal	His Eminence (given name) Cardinal (surname) (address) (City), (State) (ZIP Code)	Dear Cardinal (surname): Sincerely,
Catholic Archbishop	The Most Reverend (full name) Archbishop of (diocese) (address) (City), (State) (ZIP Code)	Dear Archbishop (surname): Sincerely,
Catholic Bishop	The Most Reverend (full name) Bishop of (city) (address) (City), (State) (ZIP Code)	Dear Bishop (surname): Sincerely,
Catholic Monsignor (higher rank)	The Right Reverend Monsignor (full name) (address) (City), (State) (ZIP Code)	Dear Monsignor (surname): Sincerely,
Catholic Monsignor (lower rank)	The Very Reverend Monsignor (full name) (address) (City), (State) (ZIP Code)	Dear Monsignor (surname): Sincerely,
Catholic Priest	The Reverend (full name) (add initials or Order, if any) (address) (City), (State) (ZIP Code)	Dear Father (surname): Sincerely,
Catholic Mother Superior of an Institution	The Reverend Mother Superior (initials of Order, if used) (name of institution) (address) (City), (State) (ZIP Code)	Dear Reverend Mother: Sincerely,
Rabbi (with doctoral degree)	Rabbi (full name) (Synagogue) (address) (City), (State) (ZIP Code)	Dear Dr. (surname): Sincerely,

Addressee	Address	Salutation and Complimentary Close
Rabbi (without doctoral degree)	Rabbi (full name) (Synagogue) (address) (City), (State) (ZIP Code)	Dear Rabbi (surname): Sincerely,
Orthodox Archbishop	His Eminence Archbishop (full name) (address) (City), (State) (ZIP Code)	Your Eminence: Sincerely,
Orthodox Bishop	His Grace (full name) Bishop of (name of Diocese) (address) (City), (State) (ZIP Code)	Your Grace: Sincerely,
Orthodox Priest	The Reverend (full name) (name of church) (address) (City), (State) (ZIP Code)	Dear Father: Sincerely,
EDUCATIONAL INSTITUTIONS		
President or Chancellor of a College or University (with doctoral degree)	Dr. (full name) President (name of institution) (address) (City), (State) (ZIP Code)	Dear Dr. (surname): Sincerely,
President of a College or University (without doctoral degree)	Mr., Mrs., Miss, Ms. (full name) President (name of institution) (address) (City), (State) (ZIP Code)	Dear Mr./ Mrs./ Miss/ Ms. (surname): Sincerely,
Dean of a School	Dean (full name) School of (name) (name of institution) (address) (City), (State) (ZIP Code)	Dear Dean (surname): Sincerely,
Professor	Professor (full name) Department of (name) (name of institution) (address) (City), (State) (ZIP Code)	Dear Professor (surname): Sincerely,

Addressee	Address	Salutation and Complimentary Close
Ph.D.	Dr. (full name) (address) (City), (State) (ZIP Code)	Dear Dr. (surname): Sincerely,
PHYSICIANS AND LAWYERS		
Physician	(full name), MD (address) (City), (State) (ZIP Code)	Dear Dr. (surname): Sincerely,
Lawyer	Mr., Mrs., Miss, Ms. (full name) Attorney at Law (address) (City), (State) (ZIP Code)	Dear Mr./ Mrs./ Miss/ Ms.: (surname): Sincerely,
Judge	The Honorable (full name) Judge, Appellate Division The Supreme Court of the State of New York (address) (City), (State) (ZIP Code)	Dear Judge (surname): Sincerely,
OTHER		
Widow	Mrs. (husband's first and last name) or Ms. (wife's full name) (address) (City), (State) (ZIP Code)	Dear Mrs., Ms. (surname): Sincerely,
Unknown Gender	Leslie Smith (address) (City), (State) (ZIP Code)	Dear Leslie Smith: Sincerely,
MULTIPLE ADDRESSEES		
Two or More Men	Mr. (full name) and Mr. (full name) (address) (City), (State) (ZIP Code)	Dear Mr. (surname) and Mr. (surname): or Dear Messrs. (surname) Sincerely,
Two or More Women	Mrs., Miss, Ms. (full name) and Mrs., Miss, Ms. (full name) (address) (City), (State) (ZIP Code)	Dear Mrs./ Ms., Miss (surname) and Mrs./ Ms./ Miss (surname): Sincerely,
One Woman and One Man	Mrs., Miss, Ms. (full name) and Mr. (full name) (address) (City), (State) (ZIP Code)	Dear Mrs./ Miss/ Ms. (surname) and Mr. (surname): Sincerely,

Addressee	Address	Salutation and Complimentary Close
MILITARY SERVICES		
Army, Air Force, and Marine Corps Officers		
General Lieutenant General Major General Brigadier General	(full rank, full name, abbreviation of service) (address) (City), (State) (ZIP Code)	Dear General (surname): Sincerely,
Colonel Lieutenant Colonel	(same as above)	Dear Colonel (surname): Sincerely,
Major	(same as above)	Dear Major (surname): Sincerely,
Captain	(same as above)	Dear Captain (surname): Sincerely,
First Lieutenant Second Lieutenant	(same as above)	Dear Lieutenant (surname): Sincerely,
Chief Warrant Officer	(same as above)	Dear Chief Warrant Officer (surname): Sincerely,
Warrant Officer	(same as above)	Dear Warrant Officer (surname): Sincerely,
Navy and Coast Guard Officers		
Admiral Vice Admiral Rear Admiral	(full rank, full name, abbreviation of service) (address) (City), (State) (ZIP Code)	Dear Admiral (surname): Sincerely,
Captain	(same as above)	Dear Captain (surname): Sincerely,
Commander Lieutenant Commander	(same as above)	Dear Commander (surname): Sincerely,
Lieutenant Lieutenant Junior Grade	(same as above)	Dear Lieutenant (surname): Sincerely,
Ensign	(same as above)	Dear Ensign (surname): Sincerely,

Addressee	Address	Salutation and Complimentary Close
Chief Warrant Officer	(same as above)	Dear Chief Warrant Officer (surname): Sincerely,

ALL SERVICES

Retired Officer	(full rank, full name, abbreviation of service), (Ret.) (address) (City), (State) (ZIP Code)	Dear (rank, surname): Sincerely,
Chaplain	Chaplain (full name) (rank, service designation) (address) (City), (State) (ZIP Code)	Dear Chaplain (surname): Sincerely,

SERVICE ACADEMY MEMBERS

Army or Coast Guard Cadet	Cadet (full name) (address) (City), (State) (ZIP Code)	Dear Cadet (surname): Sincerely,
Navy Midshipman	Midshipman (full name) (address) (City), (State) (ZIP Code)	Dear Midshipman (surname): Sincerely,
Air Force Air Cadet	Air Cadet (full name) (address) (City), (State) (ZIP Code)	Dear Air Cadet (surname): Sincerely,

MILITARY SERVICES ABBREVIATIONS

In some instances, military abbreviations may be used as a form of address, e.g., distribution lists, courtesy copy lists, and envelopes. Refer to the GPO Style Manual's chapter entitled Abbreviations.

APPENDIX F: COMPOUND WORDS

1. Use the Gregg Reference Manual, latest Webster's dictionary, and GPO Style Manual as references for compounding words. As you will notice, certain words are illustrated differently in various sources. In these cases, defer to the more commonly used version.
2. Word forms are constantly changing. Two-word forms often require the hyphen initially, then later become one word. Current language trends point to closing up words which, through frequent use, have become associated in the reader's mind as units of thought.
3. Generally, whenever a word form (or applicable rule) cannot be found in the Gregg Reference Manual, GPO Style Manual, or dictionary, it should be two words.
4. The following represents commonly used compound words. The abbreviations indicate function: noun (n.), adjective (adj.), verb (v.), adverb (adv.). Keep in mind that many words can function as different parts of speech, depending on the context. Most hyphenated words require hyphens if they precede the word they're describing, but they are usually written without hyphens if they follow the described word. This listing is a representation of commonly used words at NASA. It is not intended to be an inclusive listing.

across-the-board (adj., adv.) This is an across-the-board reduction. Reductions will occur across the board.)

ad hoc (foreign phrase) (adj.) (...an ad hoc committee).

aero (a prefix that will combine with other words such as aerodynamic)

aerospace (n., adj.) (aerospace medicine), but National Aero-Space Plane (this term exception to rule)

Agency-wide (NASA preference-adj., adv.) This is Agency-wide policy. A search will be conducted Agency wide.

African-American (adj.) (...African-American customs)

African American (n.) (Louise is an African American.)

airfare (n.)

airmail (n.,v.)

all hands (n.)

Anglo-American (n., adj.)

assemblyperson (n.)

backup (n., adj.)

back up (v.) (Please back up your data on a diskette.)

baseline (n., v.)

benchmark (n., v.)

biweekly (adj., adv.)

bona fide (adj.)

breakthrough(n., adj.)

broadminded (adj.)

buildup (n.) (There was a gradual buildup of that military base.)

build up (v.) (They are trying to build up their reputations.)

businessperson (n.)

buyout (n.) (Are you applying for the buyout?)

buy out (v.) (We want to buy out your company.)

callup (n.) The callup for nominations was received yesterday.

call up (v.) I can call up any subject on the computer.

cannot (combination of verb (can) and adverb (not))

carryout (n.) (We will eat carryout tonight.)

carryout (adj.) (Are you ordering carryout food tonight?)

carry out (v.) (The office will carry out the plan to transfer...)

carryover (n.) (The carryover from 2005...)

carry over (v.) (The funds will carry over into 2006.)

checklist (n.)

checkout (n.) Please proceed to checkout.

checkout (adj.) (There are several checkout buildings at KSC.)

check out (v.) (The primary objective was to check out the Shuttle system.)

class action (n.) (The employees are considering a class action.)

class-action (adj.) (The employees filed a class-action suit.)

clear-cut (adj.) (It was a clear-cut decision.)

closedown (n.) (The closedown will last two hours)

closeout (n.) It is time to prepare this year's closeout.

close out (v.) We will close out overdue actions by Monday.

close-up (adj.) (That is a nice close-up picture of you.)

co (prefix), e.g., coauthor, cochairman, copilot, but co-investigator, co-op

cost-effective (adj.) (...in the most cost-effective method...)

countdown (n.)

crewmember (n.)

crewmembers (use crewmember) (NASA preference...gender-neutral)

cross section (n.) (...a cross section of employees...)

cutoff (adj.) (The cutoff date was April 1.)

data fax

database (n.)

deorbit (GPO, p. 74, rule 6.11)

decision making (n.) (I will rely on you for the decision making.)

decision-making (adj.) (You are the decision-making authority.)

double space (n.) (Leave a double space between paragraphs.)

double-space (v.) (Please double-space the draft.)

downsize (v.)

downtime (n.) (Shuttle "downtime")

drawback (n.)

e-mail (n.,v.)

early out (n.) (Did you take an early out during the buyout season?)

early-out (NASA preference-adj.) (NASA has achieved early-out authority.)

earthborn (adj.)

ever-advancing (u.m.)

ex officio (n.) (foreign phrase)

fine-tune (v.) (...to fine-tune the format...)

first-class (adj.) (...a first-class individual...; ...a first-class seat...)

first-class (adv.) (...to travel first-class...; (...mailed first-class...)

firsthand (adj.) (He has firsthand knowledge of the situation.)

flight crew

flight-worthy (u.m.) (...flight-worthy vehicle...)

flight worthy (The vehicle is flight worthy.)
--

flowchart (n.,v.)

flyby (n.) (The asteroid flyby will occur next year.)

fly by (v.) (The Galileo spacecraft will fly by the planet.)

follow-on (n.,adj.)

followup (adj.) (A followup meeting will occur.)

followup (n.) (We will do a followup next week.)

follow up (v.) (We will follow up the meeting with a discussion.)

free flight (n.)

free-flight (adj.)

freeflyer (n.) (...to service freeflyers...)

free-flying (adj.) (see free-floating in dictionary.) (...a free-flying spacecraft...; ...robotic spacecraft are free-flying...)

full-cost (NASA preference) (adj.) (NASA has implemented full-cost accounting procedures at Headquarters.)

full-time (adj.) (...full-time position...)

full time (adv.) (She works full time.)

FY 2006 (n.) (NASA preference)

FY06

GS-15 (n.) (NASA preference)

Government-wide (NASA preference) (adj., adv.) (U.S.); government-wide (state, city)

Government-owned (adj.) (U.S.); government-owned (state, city)

ground-based (adj.) (The ground-based data...)

ground based (adj.) (The information was ground based.)

ground rule (n.)

groundwork (n.)

hand-carry (v.) (...hand-carry the document)

handout (n.) (Please send me a copy of the handout.)

hand out (v.) (We will hand out the schedules tomorrow morning.)

hard-working (adj.)

heavy-lift (adj.) (...heavy-lift launch vehicle...; ...heavy-lift requirements...)

high-quality (adj.) (That picture is a high-quality image taken from the Hubble Space Telescope.)

high-speed (adj.)

home page (n.) or Home Page (NASA preference)

human-tended (use instead of manned)

humankind (n.) (NASA preference) ("Humankind" is a gender-neutral word used throughout the Agency.)

hundredfold (n., adj.)

in-depth (adj.)

in-flight (adj.) (...in-flight experiment...)

infrastructure (n.)

in-house (adj.) (We will participate in an in-house study.)

in-orbit (adj.) (...in-orbit repair mission...)

in orbit (adv.) (The repair in orbit was successful. The satellite was placed in orbit.)

inter (...between, among...as prefix, generally one word) (interagency, intercenter, interoffice)

intra (...within, inside...as prefix, generally one word) (intraoffice, but intra-Agency)

kickoff (n.) The kickoff for launch activities will occur Monday, June 23.

kick off (v.) We will kick off the activities at noon.

lakebed (n.) (The lakebed at Edwards AFB is dry.)

land-based (adj.)

lead time (n.) (The lead time for responding...)

lifetime (n.,adj.)

lift-off (n.,adj.)

lightweight (n.,adj.)

light-year (n.)

long-range (adj.) (...long-range plan...)

long-term (adj.) (...long-term commitment...)

long term (n.) (The committee member served a long term.)

longstanding (adj.) (longstanding relationship)

macroeconomics (n.)

mainframe (n.,adj.)

marketplace (n.)

markup (n.) (...OMB markup...)

mark up (v.) (OMB will mark up the budget request.)

member at large (n.)

mid (prefix, usually combines to form one word) (midafternoon...midday...midpoint)

mid-1990s (n.)

mid-August, (n.)

mockup (n.,adj.)

multi (prefix, usually one word) (multicultural...multiyear)

NASA-wide (NASA preference)

Nationwide (adj.,adv.)

near-term (adj.) (...near-term plans...)

near term (n.) (We will evaluate it in the near term.)

non (...not... prefix, generally one word) (nonadvocate...nongovernment) but non-Government or non-Federal)

no one (n.)

northeast, northwest (adv.,adj.,n.)

Officials-in-Charge (NASA preference) (The memo will be sent to Officials-in-Charge of Headquarters Offices.)

offline (adj.,adv) (adj...offline discussions) (adv. Discussions will be held offline.)

offsite (NASA preference)

off-site (u.m.) (...off-site meeting...)

off site (The meeting will take place off site.)

onboard (adj.) (...onboard experiment)

on board (adv.) (The experiment will take place on board.)

ongoing (adj.)

online (n.,adj) (NASA is now online for Internet connections.)

on-orbit (adj.) (...on-orbit repair...)

onorbit (n.; NASA preference)

onsite (n.) (NASA preference)

on-site (u.m.) (...on-site meeting...)

on site (The meeting will take place on site.)

order of magnitude (n.) (...the Earth's mass is on the order of magnitude...)

O-ring (n.)

over (can combine to form another word) (overstress)

paperwork (n.)

part-time (adj.) (A part-time position...)

part time (adv.) (She works part time for the agency.)

per diem (n.)

phaseout (n.,adj.) (The phaseout of the activities...Phaseout activities will begin...)

phase out (v.) (We will phase out the aircraft beginning next year.)

point of contact (n.) (Vanessa is the point of contact for the project.)

post (prefix, generally one word) (postdoctoral...postflight...postlaunch... postwar) (but post-Cold War)

pre (prefix, generally one word) (preflight...prelaunch...premeeting...preorbital)

President-elect (n.)

problem solving (n.)

program-wide (adj.,adv) (NASA preference)

real-time (adj.) (...real-time data...)

real time (n.) (The decision will be made in real time.)

reengineer (v., adj.) (NASA preference) (NASA has completed its reengineering activities.)

reentry (n.)

re-register (v.)

return to flight (v.) (NASA preference) (When we return to flight, ...)

return-to-flight (adj.) (NASA preference) (...return-to-flight activities)

rollout (n., adj.)

roll out (v.) (NASA preference)

roundtable (adj.) (roundtable discussions)

round trip (n.) (He will take a round trip to Paris.)

round-trip (adj.) (He purchased a round-trip ticket.)

rulemaking (n.,adj.)

runway (n.)

Secretary-designate (n.)

self-confidence (n.)

shortfall (n.)

short-term (adj.) (A short-term loan...)

short term (n.) (She will begin in the short term.)

shutdown (n.) (The nuclear power plant averted a shutdown.)

shut down (v.) (We will shut down the plant next week.)

side-mount (adj.) (...side-mount concept...)

single-space (v.) (I will single-space the document.)

single-spaced (adj.) (This is a single-spaced document.)

space-based (adj.) (...the space-based experiment...)

spaceborne (adj.,adv.)

spacecraft (n.)

spacefaring (adj.) (refer to seafaring)

space-related (adj.) (This is a list of space-related words.)

space related (adj.) (The material is space related.)

space flight (n.) (NASA preference is two words.)

spacesuit (n.)

spacewalk (n.)

stand-alone (adj.) (...stand-alone computer...)

standdown (n.) (We will conduct a safety standdown next Monday.)

stand down (v.) (We will stand down the flight simulator Wednesday.)

startup (n.,adj.) (The startup of the activity...; the startup date...)

start up (v.) (The activity will start up next week.)

state of the art (adj.) (The technology is state of the art.)

state-of-the-art (adj.) (...state-of-the-art technology...)

stationkeeping (n.) (see housekeeping)

STS-114 (n.) (NASA preference)

sub (...under, below...) (prefix..subagency... suborbital...substandard...)

takeoff (n.)

teamwork (n.)

test-bed (dic.)

time-consuming (adj.) (...a time-consuming task...)

time consuming (adj.) (Logging the mail is very time consuming.)

timeframe (n.)

timeline (n.)

timetable (n.)

tradeoff (n.)

troubleshooting (v.)

turnaround (n.,adj.)

under (prefix, generally one word) (undergone...underway)

under way (adv.) (We will get under way next month.)

upfront (adj.) (upfront payment)...adv. (to pay upfront)

up-to-date (adj.) (...an up-to-date report...)

up to date (adj.) (Please provide information that is up to date.)

videotape (n., v.)

videotape recorder/recording (n.)

voice mail, voice-mail message (u.m. NASA preference) but voice mailbox (n.)

walk-through (n.)

Web page, Web site (n.) (NASA preference)

well-being (n.)

well-received (adj.) (It was a well-received speech.)

well received (adj.) (The speech was well received.)

whistle-blower (n.) (The employee had a reputation as being a whistle-blower.)

wide-angle (adj.) (...wide-angle lens...)

wind-shear (adj.) (The wind-shear conditions concerned the pilot.)

wind shear (n.) (The presence of wind shear concerned the pilot.)

workaround (n.)

workforce (n.) (workhour...workload... workplan...workstation...workyear)

workplace (n.)

world-class (adj.)

worldwide (adj.,adv.)

World Wide Web (always capitalized, NASA preference)

x-ray (adj.) (...an x-ray tube...)

x-ray (v.) (The technician will x-ray the components.)

x ray (n.) (The x ray penetrates solid substances.)

zero-base, zero-based (adj.) (...zero-base budget...; The budget is zero-based.)

zero gravity (n.) (NASA preference in formal correspondence)

zero-g (n.) (NASA preference...for informal correspondence only)

zero-sum (adj.) (...the zero-sum amount...)

zero sum (n.) (The calculations had a zero sum.)

APPENDIX G: CAPITALIZATION OF FREQUENTLY USED WORDS AT NASA

Capitalize specific names of things and lowercase general terms of classification. This listing represents commonly used words at NASA.

Agency: capitalize if part of complete name or if a short form of complete name; e.g., Central Intelligence Agency; National Aeronautics and Space Administration; the Agency (NASA preference), but lower case agency when used as term of general classification; e.g., independent Federal agency.

Attachment: (when specifying); e.g., Attachment 1 (NASA preference); but attachment; e.g., the attachment.

****Associate Administrator:** e.g., the Associate Administrator for Aeronautics and Research Mission Directorate; the Associate Administrator invites you to an open house. A meeting involving all the Associate Administrators is scheduled for Monday.

Board: capitalize if part of name or when used alone in place of full name, e.g., Performance Review Board, the Board consists of... Space Studies Board, the Board's recommendation..., but the boards of the National Research Council.

Branch: capitalize if part of complete name, or when used alone in place of full name; e.g., the International Program Policy Branch; the Branch will hold a staff meeting; but the branch offices...each branch will.

****Branch Chief** (when referring to a specific person): e.g., Chief, International Program Policy Branch; the Branch Chief will authorize, but the branch chiefs....

budget: (Federal budget, President's budget, NASA's budget).

budget line items: capitalize exact titles of budget line items (NASA preference); e.g., Space Flight, Control and Data Communications; Research and Program Management.

Building (when specifying): e.g., Building 10B (NASA preference); but...the building and room locations will be forwarded to you.

calendar year

Center(s): capitalize if referring to NASA Centers; (e.g., Goddard Space Flight Center; the Center; a representative from each Center).

****Center Director:** e.g., the Center Director., a meeting with all of the Center Directors.

century: (e.g., the 21st century).

Chair, the (if personified); e.g., Madam Chair).

chairman, chairperson: (general; NASA preference, gender-neutral); e.g., the chairman of the Appropriations Committee; but Chairman Davis: (general) we need to designate a chairperson.

Chairman, Committee on Appropriations (title-see above).

Chief, if part of official title: e.g., Chief, Flight Programs Branch.

college degrees: bachelor of arts, master's, but capitalize abbreviations: B.A., M.A., Ph.D.

Committee: capitalize if part of complete name or when used alone in place of full name; e.g., Aeronautics Advisory Committee; the Appropriations Committee; the Committee; but each committee will report; the committees of Congress.

Congress (legislature): the Congress of the United States; the 101st Congress; the Congress;...when Congress returns.

congressional action; congressional committee. (often capitalized)

Congressional District: (if a specific district; e.g., 20th Congressional District) but the congressional district.

congressionally: e.g., a congressionally mandated report.

Congressman; Congresswoman; Member of Congress.

Council: capitalize if part of name or when used alone in place of full name; e.g., NASA Advisory Council; the Council will meet.

****Director,** if part of official title: e.g., Director, Solar System Exploration Division; the Director will issue, but the directors....

Division (if part of complete name, or when used alone in place of full name); e.g., the Advanced Program Development Division; there will be a Division staff meeting; but each division will.

****Division Director** (when referring to a specific person): e.g., the Division Director, but the division directors are....

division heads

Earth (planet). solar system, universe, (always lower case).

Enclosure (when specifying): e.g., Enclosure 1 (NASA preference); but enclosure; e.g., the enclosure.

executive branch

fall (season).

Federal (synonym for United States): e.g., Federal personnel regulations; but a federal form of government; Federal Government (U.S.).

fiscal year (abbreviate FY); e.g., in fiscal year 2006; FY 2006.

Government (if proper name, part of proper name, or as proper adjective): e.g., the U.S./National/Federal Government; the Japanese government; but, government (in general sense); e.g., a federal form of government; the Communist government; European governments.

Government-owned, Government-wide (if U.S.); but government-owned, government-wide (if State, city).

International Space Station (when referring to the multinational Space Station); but space station (generic); e.g., the Russian space station.

judicial branch

lead secretary: e.g., the incumbent serves as lead secretary.

legislative branch

Member (congressional): e.g., a Member of Congress; but at the request of many members of the Congress; a member of the congressional committee.

Memorandum of Agreement, Memorandum of Understanding: if part of full name or when used alone in place of full name.

mission: e.g., Ulysses mission.

Moon, referring to Earth's Moon: but the moons of Jupiter; Titan is the name of Jupiter's moon.

Nation (synonym for U.S.): but a nation must defend its boundaries.

national: e.g., national space program.

National Government (U.S.)

Office: e.g., the Office of the Administrator; the Office of External Relations; but this office is planning.; I would like your office to prepare the report.

Officials-in-Charge of Headquarters Offices, referring to heads of all Headquarters offices or directorates.

orbiter (preferred lower case): e.g., Shuttle orbiter, Atlantis orbiter.

Presidential directive, authority, order

Program (if part of official name): e.g., NASA Honor Awards Program; but the Shuttle program: the EOS program; the program budget.

JSC prefers the Space Shuttle Program and the International Space Station Program. Program is part of the official name.

Program Manager or Project Manager, if part of title: e.g., but the program manager.

Program Office(s)

project: e.g., HST project; the project budget is...

EVA Project Office. Project is part of the official name.

Room (when specifying): e.g., Room 9S51 (NASA preference); but the building and room numbers will be provided later.

space (universe): e.g., the U.S. space program.

Space Shuttle (NASA's preference when referring to U.S./NASA Space Shuttle); but space shuttle (generic); e.g., the space shuttles.

Always use Space Shuttle. Do not shorten to Shuttle.

State, when it follows the name of a particular State: e.g., New York State, but state (general); e.g., .state and local government groups, the forty-second state.

Subcommittee, if part of name, or part of name when used alone in place of full name: e.g., Subcommittee on Aviation Safety Reporting System: the Subcommittee: but subcommittees will be established.

summer (season).

white paper: e.g., prepare a white paper on.

winter (season).

Work Package 1, 2, 3, and 4; but the Space Station work packages.

x-ray, x ray

*In legal documents, many words that ordinarily would be written in small letters are written with initial capitals; e.g., the name of the document (or part of the name when used alone in place of the full name).

** Official titles of high-ranking national, state, and international offices are capitalized. Titles of lesser Federal and state officials and local governmental officials are not usually capitalized. However, these titles are sometimes capitalized in writing intended for a specific readership, in which the person in question would be considered to have very high rank by the intended reader (i.e., the Associate Administrators, the Center Directors); NASA's preference is to capitalize.

APPENDIX H: ACRONYMS

Refer to The Gregg Reference Manual, Chapter 3, for capitalization rules. This list is not all-inclusive.

This listing is a representation of the most commonly used NASA acronyms. It is not intended to be an inclusive listing of all NASA acronyms.

AA - Associate Administrator; Assistant Administrator

AAAS - American Association for the Advancement of Science

AAS - American Astronomical Society

ACE - Advanced Composition Explorer

ACISS - Advisory Committee on the International Space Station

ACO - Administrative Contracting Officer

ACRIM - Active Cavity Radiometer Irradiance Monitor

ACTIVE - Advanced Control Technology for Integrated Vehicles

ACTS - Advanced Communications Technology Satellite

ADEA - Age Discrimination in Employment Act of 1967

ADEOS - Advanced Earth Observing Satellite

ADP - Automatic Data Processing

ADR - Alternate Dispute Resolution

ADS - Action Document Summary

ADS-B - Automatic Dependent Surveillance Broadcast

AFE - Association of Facilities Engineers

AFB - Air Force Base

ARMD - Aeronautics Research Mission Directorate

AFS - Air Force Station

AFTI - Advanced Fighter Technology Integration

AGATE - Advanced General Aviation Transport Experiments

AHEAD - American Higher Education Association for the Disabled

AIAA - American Institute of Aeronautics and Astronautics

AIChE - American Institute of Chemical Engineers

AIHEC - American Indian Higher Education Consortium

AIN - Accounting Installation Number

AIS - Automated Information System

AISES - American Indian Science and Engineering Society

AISTEC - American Indian Science Technology Education Consortium

ALT - Approach and Landing Tests

AMF - Astronauts Memorial Foundation

AMS - Alpha Magnetic Spectrometer; Acquisition Management Subsystem

ANOSCA - Advance Notice of Significant Contract Action

ANSI - American National Standards Institute

AO - Announcement of Opportunity

APM - Advanced Project Management

APNASA - Average Passage NASA

ARC - Ames Research Center

ARIA - Advanced Range Instrumentation Aircraft

ARTT - Advanced Reusable Transportation Technology

ASAP - Aerospace Safety Advisory Panel

ASI - Agenzia Spaziale Italiana (Italian Space Agency)

ASIC - Application Specific Integrated Circuit

ASM - Acquisition Strategy Meeting

ASME - American Society of Mechanical Engineers

AST - Advanced Subsonic Technology

ASTER - Advanced Spaceborne Thermal Emission and Reflection Radiometer

ASTP - Advanced Space Technology Program

ATM - Asynchronous Transfer Mode

AXAF - Advanced X-Ray Astrophysics Facility

BAA - Broad Area Announcement

BCAT - Binary Colloidal Alloy Test

BOA - Basic Ordering Agreement

BOC - Base Operations Contracts

BPR - Business Process Reengineering

BWB - Blended Wing Body

CAAS - Contracted Advisory and Assistance Services

CaLV - Cargo Launch Vehicle

CAN - Cooperative Agreement Notice

CAO - Chief Acquisition Officer; Contract Administration Office

CAS - Computational Aerosciences

CAS - Contract Administration Services; Cost Accounting Standards

CBD - Commerce Business Daily

CBP - Construction of Facilities Best Practices

CCA - Core Capability Assessment

CCI - Consolidated Contract Initiative

CCL - Correspondence Control Liaison

CCR - Central Contractor Registration

CCS - Center Chief of Security

CDL - Crossing Department Lines

CDP - Candidate Development Program

CDR - Critical Design Review

CCDS - Center for the Commercial Development of Space

CEC - Contractor Establishment Code

CEO - Chief Executive Officer

CEOS - Committee on Earth Observing Satellites

CERES - Clouds and Earth's Radiation Energy System

CER - Combined Electrical Readiness

CEV - Crew Exploration Vehicle

CFC - Combined Federal Campaign

CFO - Chief Financial Officer

CFR - Code of Federal Regulations

CHeX - Confined Helium Experiment

CIAM - Central Institute of Aviation Motors

CIC - Capital Investment Council; Contractor Identification Code

CICA - Competition in Contracting Act

CID - Commercial Item Description

CIO - Chief Information Officer

CKPI - Communicate Knowledge Process Improvement

CLAES - Cryogenic Limb Array Etalon Spectrometer

CLCS - Checkout and Launch Control System

CMC - Ceramic Matrix Composite

CMOS - Complementary Metal Oxide Semiconductor

CNES - Centre National d'Etudes Spatiales (France) National Center for Space Studies

CNN - Cable News Network

CNSI - Classified National Security Information

CO - Contracting Officer

COBE - Cosmic Background Explorer

COF - Construction of Facility

COOP - Continuity of Operations Plans

COP - Consolidated Operations Plan

COTR - Contracting Officer's Technical Representative

COSPAR - Committee on Space Research

COTS - Commercial Off-the-Shelf

COUP - Consolidated Operations and Utilization Plan

CPAF - Cost Plus Award Fee

CPIF - Cost Plus Incentive Fee

CPSC - Consumer Product Safety Commission

CPSR - Contractor Purchasing System Review

CQA - Code Quality Advisor

CRA - Civil Rights Act of 1991

CRE - Cosmic Radiation Effect

CS - Competitive Sourcing

CSA - Canadian Space Agency

CSGT - Ceramic Stationary Gas Turbine

CSIRO - Commonwealth Scientific and Industrial Research Organization (Australia)

CSOC - Consolidated Space Operations Contract

CST - Combined Systems Test

CUP - Consolidated Utilization Plan

CWBS - Contract Work Breakdown Structure

DAAC - Distributed Active Archive Centers

DAR - Defense Acquisition Regulation

DARC - Defense Acquisition Regulation Council

DARPA - Defense Advanced Research Projects Agency

DARTFire - Diffusion and Radiative Transport in Fires

DCAA - Defense Contract Audit Agency

DCAM - Diffusion-Controlled Apparatus for Microgravity

DCMA - Defense Contract Management Agency

DC-XA - Delta Clipper-Experimental Advanced

DDT&E - Design, Development, Test, and Evaluation

DFRC - Dryden Flight Research Center

DIS - Data and Information System

DISA - Defense Information Systems Agency

DISC - Diversified International Sciences Corporation

DLA - Defense Logistics Agency

DLR - German Aerospace Research Establishment (Germany)

DMSP - Defense Meteorological Satellite Program

DOC - Department of Commerce

DOD - Department of Defense

DOE - Department of Energy

DOI - Department of the Interior

DOJ - Department of Justice

DOS - Department of State

DOT - Department of Transportation

DSN - Deep Space Network

DTIC - Defense Technology Information Center

DUNS - Data Universal Numbering System

DUSD - Deputy Undersecretary of Defense

E&Y - Ernst and Young

EC - Electronic Commerce

ECA-PMO - Electronic Commerce for Acquisition-Program Management Office

ECAT - Electronic Commerce Acquisition Team

ECLS - Environmental Control and Life Support

ECLSS - Environmental Control and Life Support System

ED - Department of Education

EDEP - Employee Development Education Panel

EDI - Electronic Data Interchange; Enterprise Development Innovation

EDOS - EOS Data and Operations System

EELV - Evolved Expendable Launch Vehicle

EEO - Equal Employment Opportunity

EEOA - Equal Employment Opportunity Act

EEOC - Equal Employment Opportunity Commission

EEOC-MD - Equal Employment Opportunity Commission-Management Directive

EIS - Executive Information System; Environmental Impact Statement

ELV - Expendable Launch Vehicle

EMS - Environmental Management Systems

EO - Executive Order

EOB - Equal Opportunity Board

EODMP - Equal Opportunity and Diversity Management Plan

EOM - Equal Opportunity Manager

EOO - Equal Opportunity Officer

EOS - Earth Observing System; Equal Opportunity Specialist

EPA - Environmental Protection Agency

EPCS - Employee Performance and Communication System

ERAST - Environmental Research Aircraft and Sensor Technology (Program)

ERBE - Earth Radiation Budget Experiment

ERBS - Earth Radiation Budget Satellite

ERS-1 - European Remote Sensing Satellite - 1

ESA - European Space Agency

ESMD - Exploration Systems Mission Directorate

ESSP - Earth Space Sciences Project; Earth Science System Pathfinder

ESSAAC - Earth System Science and Applications Advisory Committee

ESSPO - Earth Science Systems Program Office

ET - External Tank

ETM - Extended Thematic Mapper

EVA - Extravehicular Activity

EVMS - Earned Value Management System

FAA - Federal Aviation Administration

FAAD - Federal Assistance Award Data System

FAC - Federal Acquisition Circular; Financial Audit Committee

FACNET - Federal Acquisition Computer Network

FACS - Financial and Contractual System

FACTS - Federal Agencies' Centralized Trial-Balance System

FAME - Facilities Management Excellence

FAR - Faculty Awards for Research; Federal Acquisition Regulation

FARA - Federal Acquisition Reform Act

FASA - Federal Acquisition Streamlining Act

FASAB - Federal Accounting Standards Advisory Board

FBI - Federal Bureau of Investigation

FBWT - Fund Balance with Treasury

FCC - Federal Communications Commission

FDR - Federal Dispute Resolution

FEL - First Element Launch (Space Station)

FEMA - Federal Emergency Management Agency

FFP - Firm Fixed Price

FIAT - Fan/Inlet Acoustic Technology

FIPS - Federal Information Processing Standards

FIRST - For Inspiration and Recognition of Science and Technology

FISMA - Federal Information Security Management Act

FLRA - Fair Labor Relations Act

FMM - Financial Management Manual

FOIA - Freedom of Information Act

FPDC - Federal Procurement Data Center

FPDS - Federal Procurement Data System

FPDS - NG - Federal Procurement Data System - Next Generation

FPIF - Fixed Price Incentive Fee

FR - Federal Register

FRR - Flight Readiness Review

FSS - Federal Supply Schedule

FTC - Federal Trade Commission

FUSE - Far Ultraviolet Spectroscopy Explorer

FY - Fiscal Year

GAO - Government Accountability Office

GAP - General Aviation Propulsion

GBS - Global Broadcasting System

GEM - National Consortium for Graduate Degrees for Minorities in Engineering and Science, Inc.

GFP - Government Furnished Property

GIC - Grant Information Circular

GISS - Goddard Institute for Space Studies

GN - Grant Notice

GOES - Geostationary Operational Environmental Satellite

GPO - Government Printing Office

GPP - Government Performance Project

GPRA - Government Performance and Results Act of 1993; GPRA - Government Performance Review Act

GPS - Global Positioning [Satellite] System

GRACE - Gravity Recovery and Climate Experiment

GRB - Gamma Ray Bursts

GRC - Glenn Research Center

GRO - Gamma Ray Observatory

GSA - General Services Administration

GSFC - Goddard Space Flight Center

GSRP - Graduate Student Researcher Program

HACU - Hispanic Association of Colleges and Universities

HALOE - Halogen Occultation Experiment

HARV - High Angle-of-Attack Research Vehicle

HATS - Headquarters Action Tracking System

HBCU - Historically Black Colleges and Universities

HEA - Higher Education Act of 1965

HISTEC - High-Stability Engine Control

HPCC - High-Performance Computing and Communications

HPCCP - High-Performance Computing and Communications Program

HQ - Headquarters

HRDI - High-Resolution Doppler Imager

HSCT - High-Speed Civil Transport

HSF - Human Space Flight

HSI - Hispanic Serving Institutions

HSR - High Speed Research

HST - Hubble Space Telescope

HUD - Department of Housing and Urban Development

HXLV - Hyper-X Launch Vehicle

IA - Independent Agencies

I/T - Inner Tank

IAF - International Astronautical Federation

IAIC - Interagency Acquisition Internet Council

IAR - Independent Annual Review

ICAF - Industrial College of the Armed Forces

ICAR - Individual Contract Action Report

ICASS - International Cooperative Administrative Support Services

ICM - Interim Control Module (Space Station)

IDA - Institute for Defense Analyses

IDC - Indefinite Delivery Contract

IDP - Individual Development Plan

IEEE - Institute of Electrical and Electronics Engineers

IELV - Intermediate Expendable Launch Vehicle

IEMP - Integrated Enterprise Management Program

IFM - Integrated Financial Management

IFMP - Integrated Financial Management Program

IG - Inspector General

IGA - Intergovernmental Agreement

IHE - Institutions of Higher Education

IHTET - Integrated High Turbine Engine Technology

IITA - Information Infrastructure Technology and Applications

IMSPG - International Microgravity Strategic Planning Group

INPE - Instituto Nacional de Pesquisas Espaciais (Brazil) or National Institute for Space Research

IP - Intellectual Property

IPM - International Project Management

IPO - Institutional Program Office

IPP - Innovative Partnership Program

IPR - Intellectual Property Rights

IRA - Institutional Research Awards

IRT - Icing Research Tunnel

ISAMS - Improved Stratospheric and Mesospheric Sounder

ISAS - Institute of Space and Astronautical Science (Japan)

ISO - International Organization of Standardization

ISS - International Space Station

ISSEC - International Space Station as an Engineering Center

ISSP - International Space Station Program

IST - Institute of Simulation and Training

ISU - International Space University

ITA - Independent Technical Authority; Integrated Threat Assessment

ITALSAT - Italian Ka-Band Satellite

ITCOP - Interagency Tracking and Communications Panel

IV&V - Independent Verification and Validation

IVAS - Innovative Ventricular Assist System

IWDP - Individuals with Disabilities Program

IWG - Investigators Working Group

JAXA - Japanese Aeronautics Exploration Agency

JBOSC - Joint Base Operations and Support Contract

JCWS - Johnson Controls World Services

JERS-1 - Japanese Earth Remote-Sensing Satellite - 1

JOFOC - Justification for Other than Full and Open Competition

JPL - Jet Propulsion Laboratory (California Institute of Technology)

JSC - Johnson Space Center

JSF - Joint Strike Fighter

JSMB - Joint Space Management Board

JSRA - Joint Sponsored Research Agreement

JWST - James Webb Space Telescope

KSC - Kennedy Space Center

LAN - Local Area Network

LaRC - Langley Research Center

LASRE - Linear Aerospike Experiment; Linear Aerospike SR-71 Engine

LCAP - Laser Cooling and Atomic Physics

LED - Light Emitted Diode

LERD - Limited Exclusive Rights Data

LIS - Lightning Imaging Sensor

LM - Lockheed Martin

LME - Liquid Motion in a Rotating Tank Experiment

LOE - Level of Effort

LRR - Launch Readiness Review

LTSA - Long-Term Space Astrophysics

MAF - Michoud Assembly Facility

MASTAP - Mathematics, Science and Technology Awards for Teachers and Curriculum Enhancement Programs

MBP - Master Buy Plan

MCB - Multilateral Control Board

M-CEP - Multicultural Education Program

MEM - Micro-ElectroMechanical System

MEP - Management Education Program

MGS - Mars Global Surveyor

MI - Minority Institution

MIE - Minority Institutions of Excellence

MIP - Managing the Influence Process

MIPR - Military Interagency Procurement Request

MIS - Management Information System

MISR - Multi-angle Imaging SpectroRadiometer

MLC - Multicultural Leadership Council

MLP - Mobile Launcher Platform; Multicultural Leadership Program

MOA - Memorandum of Agreement

MODIS - Moderate Resolution Imaging Spectrometer

MOLA - Mars Orbiting Laser Altimeter

MOPITT - Measurement of Pollution in the Troposphere

MOS - Marine Observation Satellite (Japan)

MOU - Memorandum of Understanding

MPM - Multi-Project Management

MSFC - Marshall Space Flight Center

MSPB - Merit Systems Protection Board

MTLO - Moscow Technical Liaison Office

MURC - Minority University Research Center

MUREP - Minority University Research and Education Program

MU-SPIN - Minority University-Space Interdisciplinary Network

NAC - NASA Advisory Council

NAE - National Academy of Engineering

NAFEO - National Association for Equal Opportunity on Higher Education

NAIS - NASA Acquisition Internet Service

NAPA - National Academy of Public Administration

NARA - National Archives and Records Administration

NAS - National Academy of Sciences; Numerical Aerodynamic Simulation; Naval Air Station

NASA-CIAM - NASA-Central Institute Aviation Motors

NASM - National Air and Space Museum

NCC - National Combustor Code

NCDC - National Climatic Data Center

NEAR - Near Earth Asteroid Rendezvous

NEPA - National Environmental Policy Act

NESC - NASA Engineering Support Center

NESDIS - National Environmental Satellite, Data, and Information Service

NFS - NASA FAR Supplement

NGDC - National Geophysical Data Center

NGI - Next Generation Internet

NGST - New Generation Space Telescope

NICMOS - Near Infrared Camera and Multi-Object Spectrometer

NIMA - National Imagery and Mapping Agency

NLR - National Aerospace Laboratory (The Netherlands)

NMO - NASA Management Office, JPL

NOAA - National Oceanic and Atmospheric Administration

NODC - National Oceanographic Data Center

NODIS - NASA Online Directives System

NPD - NASA Policy Directive

NPMS - NASA Procurement Management System

NPOESS - National Polar-Orbiting Environmental Satellite System

NPR - NASA Procedural Requirements; National Performance Review

NPSS - Numerical Propulsion System Simulation

NQA - National Quality Assurance

NRA - NASA Research Announcement

NRC - National Research Council

NRO - National Reconnaissance Office

NRTS - Network Resources Training Sites

NSCAT - NASA Scatterometer

NSCP - National Space Communications Program

NSF - National Science Foundation

NSROC - NASA Sounding Rocket Operations

NSRS - NASA Safety Reporting System

NSSC - NASA Shared Services Center

NSTA - National Science Teachers Association

NSTC - National Science and Technology Council

NTA - National Technical Association

NTSB - National Transportation and Safety Board

OAI - Ohio Aerospace Institute

OARE - Orbital Acceleration Research Experiment

ODIN - Outsourcing Desktop Initiative for NASA

OFPP - Office of Federal Procurement Policy

OHSEB - Occupational Health and Safety Executive Board

OIG - Office of Inspector General

OIRA - Office of Information and Regulatory Affairs

OMB - Office of Management and Budget

OMC - Operations Management Council

OMU - Other Minority Universities

ONR - Office of Naval Research

OPM - Office of Personnel Management

OSC - Office of Special Council; Orbital Sciences Corporation

OSDBU - Office of Small and Disadvantaged Business Utilization

OSHA - Occupational, Safety, and Health Administration

OSMA - Office of Safety and Mission Assurance

OSPP - Office of Security and Program Protection

OSTP - Office of Science and Technology Policy

OWBPA - Older Workers Benefit Protection Act of 1990

P&W - Pratt and Whitney

PA - Privacy Act

PACE - Pre-College Awards for Excellence in Mathematics, Science, Engineering, and Technology

PAIP - Professional Administrative Intern Program

PAO - Public Affairs Officer

PAPCPT - Provide Aerospace Products and Capabilities Process Team

PAR - Performance and Accountability Report

PART - Program Assessment Rating Tool

PAVE - Project Announcement Viability Effort

PBC - Performance-Based Contracting; Procurement-Based Contracting

PBS - Public Broadcasting System

PCA - Program Commitment Agreement

PCG - Protein Crystal Growth

PCM - Procurement Contract Management

PDC - Project Design Center

PDI - Professional Development Initiative

PDP - Professional Development Program

PDR - Preliminary Design Review

PEM - Particle Environment Monitor; Pacific Exploratory Mission

PHSF - Payload Hazardous Servicing Facility

PI - Principal Investigator

PIC - Procurement Information Circular

PIN - Procurement Installation Number

PIWG - Propulsion Instrumentation Working Group

PM - Project Manager

PMA - President's Management Agenda

PMA2 - Pressurized Mating Adapter

PMC - Polyimide Matrix Composites; Program Management Council; President's Management Council

PMDP - Project Management Development Process

PMDR - Procurement Management Data Report

PMRF - Pacific Missile Range Facilities

PMTP - Procurement Management Technology Program

PN - Procurement Notice

PO - Procurement Officer

POC - Point of Contact

POCC - Payload Operating Control Center

POES - Polar Orbiting Environmental Satellite

POP - Place of Performance

PP&E - Property, Plant, and Equipment

PPC - Procurement Placement Code

PPMI - Program/Project Management Initiative

PR - Purchase Request; Procurement Request

PROGM - Program Management

PRS - Performance Requirement's Summary

PSP - Performance Surveillance Plan

PUP - Partner Utilization Plan

PWBS - Project Work Breakdown Structure

PWS - Performance Work Statement

QCL - Quality Correspondence Liaison

R&D - Research and Development

RA - Rehabilitation Act of 1973

RAS - Royal Aeronautical Society

REE - Remote Exploration and Experimentation

RFI - Request for Information

RFO - Request for Offers

RFP - Request for Proposals

RLEP - Robotic Lunar Exploration Program

RLV - Reusable Launch Vehicle

ROSKOSMOS - Russian Federal Space Agency

RSRM - Redesigned Solid Rocket Motor

SAES - Solar Array Electrical Simulator

SAGE - Stratospheric Aerosol and Gas Experiment

SAM - Software Acquisition Management

SAT - Simplified Acquisition Threshold

SB - Small Business

SBA - Small Business Administration

SBD - Small Business Development

SBIR - Small Business Innovation Research

SCA - Shuttle Carrier Aircraft

SCAR - Summary Contract Action Report

SDB - Small and Disadvantaged Business

SDOM - Station Development and Operations Meeting

SEB - Source Evaluation Board

SECME - Southeastern Consortium for Minorities in Engineering

SELARC - Strategic Enterprise George M. Low Award Review Council

SELENE - Selenological and Engineering Explorer

SEMAA - Science, Engineering, Mathematics, and Aerospace Academy

SEP - Senior Executive Program

SES - Senior Executive Service

SESCDP - Senior Executive Service Candidate Development Program

SEUAS - Structure and Evolution of the Universe Advisory Subcommittee

SEWP - Scientific and Engineering Work Package

SFOC - Space Flight Operations Contract

SIC - Standard Industrial Classification

SII - Scientific Instruments, Inc.

SLC-3E - Space Launch Complex 3 East

SLFC - Supersonic Laminar Flow Control

SLWT - Super Lightweight Tank (Shuttle)

SMA - Safety and Mission Assurance

SMC - Strategic Management Council

SMD - Science Mission Directorate

SN - Space Network

SNOE - Student Nitrous Oxide Experiment

SOHO - Solar Heliospheric Observatory

SOMD - Space Operations Mission Directorate

SOMO - Space Operations Management Office

SOREV - Surface Operations Research/Evaluation Vehicle

SOP - Standard Operating Procedure; System Operations Panel

SOW - Statement of Work

SPI - Single Process Initiative

SR&QA - Safety Reliability and Quality Assurance

SRA - Systems Research Aircraft

SRB - Solicitation Review Board; Solid Rocket Booster

SRBA - Sponsored Research Business Activity

SRTM - Shuttle Radar Topography Mission

SS - Sources Sought

SSA - Source Selection Authority

SSC - Stennis Space Center

SSCB - Space Station Control Board

SSDI - Solid State Devices, Inc.

SSES - Solar System Exploration Subcommittee

SSME - Space Shuttle Main Engine

SSUB - Space Station Utilization Board

STAC - (US-Russian) Science and Technology Advisory Council

STC - Science and Technology Corporation

STI - Scientific and Technical Information

STIS - Space Telescope Imaging Spectrograph

STS - Space Transportation System

STTR - Small Technology Transfer Research

SUSIM - Solar Ultraviolet Spectral Irradiance Monitor

T&M - Time and Materials

TBC - Thermal Barrier Coatings

TCDT - Terminal Countdown Demonstration Test

TCP/IP - Transmission Control Protocol/Internet Protocol

TCU - Tribal Colleges and Universities

TDI - Transistor Devices, Inc.

TDRSS - Tracking and Data Relay Satellite System

THE - The Human Element

TIN - Taxpayer Identification Number

TM - Task Management; Technical Monitor

TMP - Technology Maturation Program

TO - Technical Officer

TOMS - Total Ozone Mapping Spectrometer

TPM - Topics in Project Management

TRC - Technical Review Committee

TRMM - Tropical Rainfall Measurement Mission

TROR - Treasury Report on Receivables

TRR - Test Readiness Review

TSPM - Topics in Software Program Management

UARS - Upper Atmosphere Research Satellite

UAV - Unmanned Aerial Vehicle/Unmanned Aerospace Vehicle

UCA - Undefined Contract Action

UOP - User Operations Panel

URC - University Research Center

URC-TC - University Research Centers' Technical Conference

URL - Uniform Resource Locator

URLabs - Unified Research Laboratories

USA - United Space Alliance

USAR - Undergraduate Student Awards for Research

USBI - United States Boosters, Inc.

USIP - United States Innovation Partnership

USPS - United States Postal System

USRA - Universities Space Research Association

UTC - United Technologies Corporation

VA - (Department of) Veterans Affairs

VAN - Value-Added Network

VCE - Visual Computing Environment

VCL - Vegetation Canopy Lidar

VE - Value Engineering

VECP - Value Engineering Change Proposal

ViTS - Video Teleconferencing System

VLAB - Virtual Laboratory

VLBI - Very Long Baseline Interferometry

VOA - Voice of America

WAAS - Wide Area Augmentation System

WAN - Wide Area Network

WBS - Work Breakdown Schedule

WDC - Workforce Diversity Council

WFF - Wallops Flight Facility

WHIO - White House Initiatives Office

WIPO - World Intellectual Property Organization

WOSB - Woman-Owned Small Business

WSTF - White Sands Test Facility

WWW - World Wide Web

ZAP - Z-Axis Precession

ZBR - Zero-Based Review